

# Stakeholder Engagement Report

City Manager  
**City of Columbia**

SUBMITTED BY:

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Your Path to Performance

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# Engagement Summary

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As requested by the City Council, CPS HR Consulting conducted an aggressive engagement process to gather information regarding the leadership characteristics, knowledge, and skills that the public, employees and a myriad of stakeholders would like to see in Columbia's next City Manager. Engagement processes included personal and/or teleconference meetings with the City Council, Department Directors and senior City staff, and a number of community organizations selected by the City Council such as unions, the Chamber of Commerce, the University of Missouri, and various community nonprofit or advocacy groups.

CPS HR Consulting hosted two public meetings at the ARC and at City Hall, each including approximately 30 members of the public. Those meetings consisted of a brief overview of the recruitment process followed by a facilitated discussion of responses to prompted questions. These questions were also replicated on the public survey.

An online survey was deployed to encourage feedback from those who did not have the opportunity to participate in personal meetings. The survey was available for approximately 30 days and was distributed by the City on the internet and in paper form at multiple public facilities throughout the community. The culmination of these activities resulted in over 500 responses to the survey (both paper and digital versions combined) and meetings with over 75 individuals in person.

The following summary of feedback is broken into two categories: (1) City Council, Senior Staff, and Community Stakeholders and (2) the public survey. This information was used in creating the recruitment marketing materials, recruiting of potential applicants, and screening of candidates.

## City Council, Senior Staff, and Community Stakeholders

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CPS HR Consulting individually spoke or met with each City Council member and department director, as well as other key members of senior management staff reporting to the City Manager. The main themes, required characteristics, knowledge, and skills emerging from these conversations included:

- Ability to be transparent, open, and honest about City operations and policies
- Demonstrate a knowledge of and commitment to social equity and diversity, particularly in the delivery of City services
- Experience managing growth and development, and the ability to balance services in a sustainable way
- Understanding of, and ability to work with, institutions of higher education

- More general management, leadership, and personality traits frequently surfaced. These characteristics included factors such as respectful, open, honest, sincere, genuine, authentic, trustworthy, progressive, and visionary.

[illegible]

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## Public Survey Results

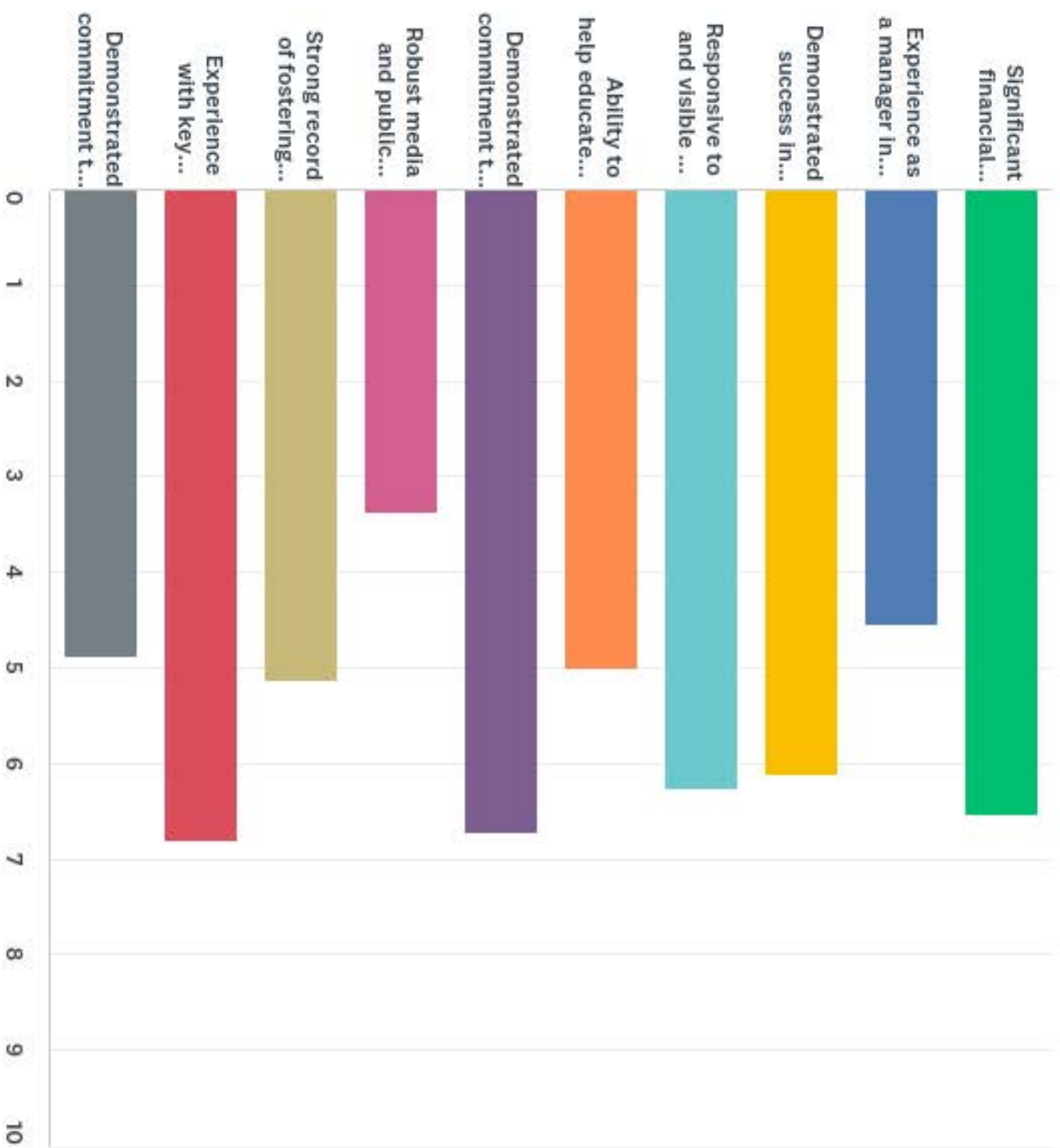
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The survey, developed by CPS HR Consulting in coordination with the City Council, included a forced ranking exercise as well as an open-ended, fill-in-the-blank response section. Participants were also able to include comments in an optional, unprompted response section. In total, CPS HR Consulting received 494 web-based responses for the survey. An identical paper survey was distributed to locations in City Hall, the Activity and Recreation Center (ARC), the Gentry Building, the Municipal Building at 600 E. Broadway, the Columbia/Boone County Public Health and Human Services Building, the Columbia Senior Activity Center, and the Columbia Public Library. In total, CPS HR Consulting received 63 paper surveys, for a total of 557 total responses.

This survey is not a controlled, scientific instrument. However, it should be noted that several repeat IP addresses were used to complete the online survey a total of 158 times, often with very similar rankings. Without additional data, the duplicate IP address responses could be the result of the use of public computers in a lab at the library, on campus, or other similar locations.

Paper surveys were not examined for potential duplicate responses.

Q1 Please rank the following professional competencies that are typically required of a city manager from #1 to #10, with #1 being the most critical for candidates in Columbia to possess.



## Public Survey Forced Ranking Results

### Forced Ranking Exercise

Please rank the following professional competencies that are typically required of a City Manager from #1 to #10, with #1 being the most critical for candidates in Columbia to possess.

<i><b>Professional Competency</b></i>	<i><b>Percent reported most important</b></i>	<i><b>Adjusted for repeat IP addresses</b></i>
Significant financial management experience	17.0%	21.4%
Experience as a manager in a university community, or with experience working with higher education institutions	4.6%	5.4%
Demonstrated success in working with essential community stakeholders, elected officials, print and broadcast media, the business community, not-for-profits, and faith communities	9.3%	6.5%
Responsive to and visible in the community they serve	8.0%	7.7%
Ability to help educate the community about local challenges and opportunities	1.8%	0.8%
Demonstrated commitment to transparency and openness	11.9%	11.6%
Robust media and public relations skills	1.8%	1.7%
Strong record of fostering economic development	6.0%	6.0%
Experience with key challenges facing Columbia, such as (1) Community Policing, (2) Public Safety, (3) Public Transportation, (4) Aging Infrastructure, or (5) Other (please specify in the comments section)	22.2%	19.9%
Demonstrated commitment to inclusion and diversity	10.1%	10.7%
<i>Did not complete ranking</i>	7.3%	8.3%
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>

Figure 2. Results of the Forced Ranking exercise of the public survey. Highlighted cells indicate a variance of less than 1% after adjusting for repeat IP addresses used in the web-based version of the survey. This could indicate strong response integrity for these particular qualities despite their relative rankings in the table.

## Q2 It is critical that the new city manager possess \_\_\_\_\_ as a leadership quality.

Answered: 438 Skipped: 54

#	RESPONSES	DATE
1	honesty and Integrity	3/18/2019 10:04 AM
2	integrity	3/16/2019 5:10 PM
3	Transparency	3/16/2019 1:06 PM
4	a management style that values realistic goals and outcomes	3/15/2019 2:57 PM
5	objectivity	3/15/2019 1:18 PM
6	The ability to weigh competing groups and opinions; choosing the right path that makes sense and will actually be successful.	3/15/2019 10:03 AM
7	Communication Skills	3/15/2019 8:52 AM
8	transparency	3/15/2019 8:29 AM
9	A brain.	3/15/2019 4:45 AM
10	Transparency	3/15/2019 2:01 AM
11	Integrity	3/14/2019 4:52 PM
12	Communication Skills	3/14/2019 4:27 PM
13	Ethical Behavior	3/14/2019 4:22 PM
14	Honesty, integrity, and commitment to excellence.	3/14/2019 1:28 PM
15	A keen ability to get the citizens talking and engaged and then listen and respond	3/14/2019 12:09 PM
16	Openness, transparency	3/14/2019 11:58 AM
17	Integrity	3/14/2019 11:53 AM
18	transparency	3/14/2019 10:22 AM
19	Organization and people skills	3/14/2019 9:23 AM
20	Compassion	3/14/2019 6:24 AM
21	integrity	3/14/2019 6:16 AM
22	cross-cultural communication competency	3/14/2019 5:50 AM
23	The ability and acumen to understand that black.African American Columbians should be treated the same as white citizens.	3/14/2019 12:29 AM
24	Good management skills	3/13/2019 4:54 PM
25	sincerity	3/13/2019 4:13 PM
26	connection and commitment to employees	3/13/2019 11:51 AM
27	an open mind and willingness to listen and understand all sides of a question	3/13/2019 11:26 AM
28	foresight	3/13/2019 11:14 AM
29	Integrity	3/13/2019 11:00 AM
30	Confidence and Experience	3/13/2019 10:10 AM
31	Transparency and open	3/13/2019 10:03 AM
32	independence balanced by responsiveness	3/13/2019 9:55 AM



33	openness	3/13/2019 8:54 AM
34	fairness	3/13/2019 8:49 AM
35	Experience, honesty and humility	3/13/2019 8:32 AM
36	vision-casting	3/13/2019 8:23 AM
37	The capacity to listen.	3/13/2019 8:14 AM
38	Character and knowledge of all city operations	3/13/2019 8:12 AM
39	Diversity inclusion	3/13/2019 8:08 AM
40	Understanding	3/13/2019 8:06 AM
41	honesty	3/12/2019 2:46 PM
42	Compassionate Determination	3/12/2019 1:49 PM
43	Compassion	3/12/2019 12:52 PM
44	Delegation. Columbia has talented, proven employees to carry out tasks. I want the City Manager to be able to recognize and utilize the skills of the current staff.	3/12/2019 9:43 AM
45	Ability to bring all stakeholders to the table and to reach compromise and consensus.	3/12/2019 7:56 AM
46	strong listening skills and possess the ability to communicate with the Mayor, the City Council, community members, and staff at all levels. he/she should have the leadership to organize big projects. They need to be able to win support from residents as well as multiple municipal departments. At the same time, they need to be humble enough to take direction from the mayor or city council. They must have the ability to leverage and empower other city departments to better serve the community	3/12/2019 7:27 AM
47	balance (work/life, business/nonprofit, race/culture, wealth/poor, etc)	3/12/2019 7:23 AM
48	honesty and transparency	3/12/2019 4:37 AM
49	experience in facilitating difficult dialogues	3/11/2019 3:23 PM
50	Honesty	3/11/2019 3:07 PM
51	Honesty	3/11/2019 1:51 PM
52	openness	3/11/2019 9:55 AM
53	honesty and integrity	3/11/2019 9:39 AM
54	Servant - Leadership	3/11/2019 9:27 AM
55	integrity	3/11/2019 8:14 AM
56	Vision	3/11/2019 8:02 AM
57	Business acumen	3/11/2019 7:52 AM
58	neutrality	3/11/2019 7:42 AM
59	honesty	3/11/2019 7:41 AM
60	dedication	3/11/2019 7:19 AM
61	Fairness	3/11/2019 6:53 AM
62	Fairness	3/11/2019 6:08 AM
63	The ability to keep the community and personnel focused on the goals set by the City Council.	3/10/2019 9:07 PM
64	creativity	3/10/2019 8:51 PM
65	Ability to share power collaboratively	3/10/2019 7:23 PM
66	tact	3/10/2019 6:37 PM
67	Vision, inclusion, consensus building,	3/10/2019 5:58 PM
68	Integrity	3/10/2019 2:53 PM
69	Vision, compassion, ability to listen and communicate effectively.	3/10/2019 2:01 PM

70	Environmental awareness and protection	3/10/2019 10:29 AM
71	openness to collaboration	3/10/2019 9:59 AM
72	Integrity	3/10/2019 9:57 AM
73	An understanding of all community members, not just the more affluent members	3/10/2019 9:17 AM
74	Common sense	3/9/2019 5:31 PM
75	Compassion and open mindedness	3/9/2019 6:16 AM
76	Trust	3/8/2019 5:14 PM
77	honesty and commitment	3/8/2019 4:03 PM
78	Honest and integrity!	3/8/2019 9:02 AM
79	Empathy	3/8/2019 7:54 AM
80	Humility	3/8/2019 5:30 AM
81	The ability to be humbled without taking it personal.	3/7/2019 8:19 PM
82	ability to manage all resources (staff, budget, etc) efficiently and effectively	3/7/2019 7:02 PM
83	empathy	3/7/2019 3:54 PM
84	accountability and forward-thinking decision making	3/7/2019 3:29 PM
85	honesty & integrity and love of Columbia's diversity and progressiveness	3/7/2019 12:09 PM
86	honesty and integrity	3/7/2019 9:28 AM
87	integrity	3/7/2019 9:02 AM
88	the ability to manage departments such that council policies are upheld and the achieves goals set by council. That means managing staff and getting rid of individuals who are not doing their jobs because they are resistant or unqualified for their jobs. A city manager should not be satisfied with the notion of "that's the way we've always done it" if it is hindering the completion of projects or implementation of policy.	3/7/2019 7:41 AM
89	Transparency and able to work well with public service like John Glasscock has done.	3/6/2019 8:18 PM
90	Truthfulness	3/6/2019 7:24 PM
91	honesty and integrity	3/6/2019 7:18 PM
92	Honesty.	3/6/2019 6:17 PM
93	Transparency	3/6/2019 5:08 PM
94	a servant leader mentality	3/6/2019 3:14 PM
95	Strong vision	3/6/2019 3:12 PM
96	Awareness and support of our diverse and progressive community.	3/6/2019 2:46 PM
97	Integrity	3/6/2019 1:48 PM
98	humility	3/6/2019 1:05 PM
99	openness to new ideas	3/6/2019 12:54 PM
100	ethics	3/6/2019 12:22 PM
101	service to all Columbia citizens	3/6/2019 11:28 AM
102	honest listening skills	3/6/2019 11:07 AM
103	Integrity in public service	3/6/2019 11:01 AM
104	high ethical sensibility	3/6/2019 10:43 AM
105	a strong back bone	3/6/2019 10:25 AM
106	commitment to teamwork	3/6/2019 9:04 AM

107	To listen and take feedback and turn it into a solid decision. Clean up government and eliminate the waste. Ex - A dept had an 9 year old hybrid with 3x,000 miles on it and wanted to and got approval to get a different car to replace the perfectly good vehicle. A waste of \$24-25,000. Stop charging residents more for waste disposal to offset the undercharging of commercial waste disposal just because the businesses have a choice in waste services, unless they serve food. It happens and is happening! I worked for the city not too long ago. I left because of the waste.	3/6/2019 9:03 AM
108	humility	3/6/2019 8:11 AM
109	Honesty, integrity and openness	3/6/2019 6:12 AM
110	listening / open mindedness and thinking outside the box	3/5/2019 10:35 PM
111	Integrity and honesty	3/5/2019 7:23 PM
112	honesty, integrity, works well with others and treats peers with respect and dignity.	3/5/2019 6:37 PM
113	Honesty and Integrity	3/5/2019 3:51 PM
114	transparency	3/5/2019 3:35 PM
115	an intolerance for bullshit tempered by patience and level-headedness	3/5/2019 1:36 PM
116	sincerity	3/5/2019 1:32 PM
117	diplomacy	3/5/2019 11:34 AM
118	understanding and/or unbiased outlooks	3/5/2019 11:26 AM
119	Progressive, non-patriarchal ideas	3/5/2019 11:12 AM
120	Commitment to stand up for the disadvantaged, even though the advantaged will lobby constantly	3/5/2019 10:52 AM
121	the ability to lead both employees and citizens	3/5/2019 10:41 AM
122	clear vision, common sense, strategic and critical thinking, hard working ethic and enthusiasm	3/5/2019 10:38 AM
123	the ability to lead with openness & integrity	3/5/2019 10:37 AM
124	Commitment to inclusiveness and especially commitment to push back against real estate developers, instead of having a "hand in glove" relationship.	3/5/2019 10:34 AM
125	Openness	3/5/2019 10:17 AM
126	Honesty. Not John Glascock!	3/5/2019 9:32 AM
127	compassion	3/5/2019 8:47 AM
128	Compassion	3/5/2019 7:45 AM
129	Honesty	3/5/2019 6:49 AM
130	Communication	3/5/2019 6:11 AM
131	humility and an understanding of structural inequality	3/5/2019 5:05 AM
132	good listening	3/4/2019 7:25 PM
133	Openness, NOT the white boy network supporter	3/4/2019 6:58 PM
134	an open ear	3/4/2019 1:40 PM
135	INTEGRITY	3/4/2019 12:03 PM
136	Innovation	3/4/2019 8:41 AM
137	Personnel management. Top priority the ability to evaluate performance, select and develop department heads.	3/4/2019 8:35 AM
138	trustworthiness	3/4/2019 8:17 AM
139	A true willingness to LISTEN to citizens, and humble enough to make changes accordingly.	3/4/2019 8:04 AM
140	Lead by example	3/4/2019 5:15 AM
141	Integrity / Honesty	3/3/2019 7:59 PM
142	fiscally responsible	3/3/2019 7:16 PM

143	transparency and accountability	3/3/2019 5:51 PM
144	working with diverse groups and can communicate his thoughts while listening to those of others-- even if they contradict theirs	3/3/2019 3:47 PM
145	big picture vision and move away from the local negative tribalism promoted by the current mayor and council	3/3/2019 3:19 PM
146	Inclusivity	3/3/2019 2:48 PM
147	Placing the city's needs over the political agendas	3/3/2019 11:05 AM
148	coaching/mentoring	3/3/2019 10:56 AM
149	Fairness	3/3/2019 10:37 AM
150	Common sense	3/3/2019 9:05 AM
151	honesty	3/3/2019 8:54 AM
152	Genuineness	3/3/2019 8:27 AM
153	ability to work with elected officials	3/3/2019 8:22 AM
154	Accountability	3/2/2019 11:02 PM
155	The city manager should possess the ability to project a high level of professionalism in representing the City of Columbia and have the ability to create a foundation of trustworthiness among city employees and citizens as a leadership quality.	3/2/2019 5:40 PM
156	listening and other communication skills	3/2/2019 12:59 PM
157	strength of character which will bring out the best in those around him or her.	3/2/2019 12:15 PM
158	value of a citizens	3/1/2019 7:36 PM
159	humility	3/1/2019 5:51 PM
160	openness and willing to listen	3/1/2019 4:50 PM
161	honesty and integrity	3/1/2019 1:18 PM
162	Tact	3/1/2019 12:59 PM
163	Compassion and understand of those that don't agree	3/1/2019 9:55 AM
164	Integrity, christian morals, financially and socially conservative	3/1/2019 7:30 AM
165	Honesty	3/1/2019 6:18 AM
166	Vision	3/1/2019 4:23 AM
167	the ability and strength to do whatever it takes and go whatever lengths are necessary to completely overhaul this still salvageable university-town while bringing the community together, creating a greater culture while still maintaining that "homely" midwestern vibe- the latter of which is fading more and more into almost unrecognizable oblivion	3/1/2019 3:44 AM
168	Common sense	2/28/2019 10:25 PM
169	honesty	2/28/2019 10:11 PM
170	Christianity	2/28/2019 8:13 PM
171	Courage to resist special interests	2/28/2019 7:19 PM
172	Communication skills	2/28/2019 6:23 PM
173	Accountability for their own own actions as well as the rest of the city employees	2/28/2019 6:06 PM
174	Ability to foster trust-based relationships; create a culture of accountability; ability to inspire others to follow	2/28/2019 5:38 PM
175	Humility	2/28/2019 5:02 PM
176	honesty	2/28/2019 4:50 PM
177	Honesty	2/28/2019 4:21 PM
178	Goal-Directed Persistence	2/28/2019 3:14 PM

179	Financial Leadership	2/28/2019 2:21 PM
180	Integrity	2/28/2019 2:19 PM
181	Rational decision making-best interests of community	2/28/2019 1:48 PM
182	commitment to representing community members need and building consensus	2/28/2019 1:14 PM
183	candor	2/28/2019 12:59 PM
184	openness	2/28/2019 12:28 PM
185	a desire to take input from residents and stakeholders	2/28/2019 12:16 PM
186	humility	2/28/2019 12:05 PM
187	Fairness, wisely thinking, open to the public and employee, creativity, and communicator	2/28/2019 10:59 AM
188	Business/Economic management	2/28/2019 9:28 AM
189	common sense	2/28/2019 9:17 AM
190	fore thought and analytical thinking people skills, including listening and teaching the ability to lead by example	2/28/2019 8:42 AM
191	ethics	2/28/2019 8:37 AM
192	servant leadership	2/28/2019 8:37 AM
193	listening skills	2/28/2019 8:34 AM
194	ethics	2/28/2019 8:28 AM
195	honesty and integrity	2/28/2019 8:23 AM
196	forethought	2/28/2019 7:47 AM
197	FAIRNESS	2/27/2019 11:49 PM
198	honesty	2/27/2019 11:02 PM
199	humility and compassion	2/27/2019 3:47 PM
200	compassion	2/27/2019 3:34 PM
201	openness	2/27/2019 3:27 PM
202	Compassion	2/27/2019 3:24 PM
203	honesty and Integrity	2/27/2019 2:42 PM
204	competence	2/27/2019 2:16 PM
205	respect for the elected council and mayor	2/27/2019 1:49 PM
206	Honesty	2/27/2019 1:45 PM
207	Confidence	2/27/2019 12:56 PM
208	a collaborative nature	2/27/2019 12:01 PM
209	integrity	2/27/2019 11:41 AM
210	vision; vision to see Columbia how it is and where it needs the most and immediate help and the vision to see a robust, inclusive, growing city that can become a leading area for the state for technology, learning, innovation, and the arts.	2/27/2019 11:38 AM
211	Wisdom. When to speak out and when to remain silent.	2/27/2019 11:11 AM
212	Openness to learning from others	2/27/2019 11:08 AM
213	progressive values	2/27/2019 11:02 AM
214	transparency	2/27/2019 10:43 AM
215	Ability to work with citizens of Columbia, regardless of city council members who do not work with citizens who elect them!	2/27/2019 10:36 AM
216	commitment to pursuing economic and social equity	2/27/2019 10:29 AM

217	accountability	2/27/2019 10:25 AM
218	WYSIWG - What you see is what you get.	2/27/2019 10:22 AM
219	openness	2/27/2019 10:18 AM
220	Compassion	2/27/2019 10:16 AM
221	character	2/27/2019 10:05 AM
222	Emotional maturity	2/27/2019 6:49 AM
223	Humility	2/27/2019 3:01 AM
224	honesty	2/26/2019 6:16 PM
225	leading by example	2/26/2019 3:20 PM
226	approachability	2/26/2019 2:21 PM
227	honesty and integrity	2/26/2019 12:02 PM
228	Authenticity and yes means yes and no means no	2/26/2019 10:16 AM
229	honesty, straightforward- not make so many back room deals. New city manager should have a thick skin and strong backbone to stand up to everyone who will come to him/her wanting their agenda moved in	2/25/2019 7:26 PM
230	Integrety	2/25/2019 6:02 PM
231	The ability to work with a broad range of people while keeping the interests of ALL citizens in mind	2/25/2019 4:25 PM
232	Integrity and humility	2/25/2019 4:08 PM
233	Honesty and integrity. Must be relatable and personable.	2/25/2019 11:55 AM
234	concern for the community and employees	2/25/2019 11:13 AM
235	empathy, trust	2/25/2019 10:45 AM
236	Integrity	2/25/2019 9:20 AM
237	Commitment to financial stability	2/25/2019 8:37 AM
238	honesty and integrity	2/25/2019 8:04 AM
239	transparency	2/25/2019 7:54 AM
240	the ability to listen to all sides and respond effectively	2/25/2019 7:41 AM
241	Socialist tendencies ;)	2/25/2019 4:56 AM
242	Open mindedness and ability to work with people	2/24/2019 7:16 PM
243	Excellent interpersonal, communication (sharing and listening), and collaborative skills. Sound fiscal management and transparency.	2/24/2019 11:37 AM
244	Transparency	2/24/2019 10:59 AM
245	Transparency	2/24/2019 9:05 AM
246	Ability to listen to all segments of the community.	2/24/2019 8:44 AM
247	And excellence in communication	2/24/2019 6:33 AM
248	Collaborative decision-making	2/24/2019 5:20 AM
249	integrity	2/23/2019 11:35 PM
250	communication and transparency	2/23/2019 6:56 PM
251	Inclusivity	2/23/2019 6:45 PM
252	ability to ask for advise	2/23/2019 6:16 PM
253	Empathy	2/23/2019 5:23 PM
254	INTEGRITY and a strong belief in DIVERSITY as a STRENGTH	2/23/2019 3:57 PM
255	transparency	2/23/2019 3:16 PM

256	cool headedness	2/23/2019 2:49 PM
257	Integrity, Conservative financial wisdom and experience	2/23/2019 2:24 PM
258	A willingness to hold the police department accountable and a commitment to the development of community policing; rock-solid integrity; a strong sense of humor; self reflection on his/her own racism; a commitment to social equality.	2/23/2019 2:13 PM
259	integrity and openness	2/23/2019 1:49 PM
260	Integrity that is not susceptible to pandering to any one special interest, but rather embracing the big-picture of balanced needs and dynamic interactions.	2/23/2019 11:33 AM
261	tustworthiness	2/23/2019 9:20 AM
262	Willingness to listen to many opinions and perspectives and apply them to pertinent issues.	2/23/2019 7:41 AM
263	Backbone.	2/22/2019 7:07 PM
264	ability to judge people by their abilities and content of their character and reject calls for government to pick winners based on the color of their skin, gender, or sexual orientation	2/22/2019 6:32 PM
265	Openess	2/22/2019 5:40 PM
266	Fact-based decision making and being able to establish and communicate a short-term and long-term vision to all segments in Columbia	2/22/2019 3:36 PM
267	Honesty	2/22/2019 3:31 PM
268	in-depth knowledge of issues facing the city.	2/22/2019 3:11 PM
269	Impartiality.	2/22/2019 3:09 PM
270	confidence, integrity	2/22/2019 2:09 PM
271	kindness	2/22/2019 1:47 PM
272	humility	2/22/2019 1:37 PM
273	honesty	2/22/2019 12:56 PM
274	adaptive flexibility	2/22/2019 12:08 PM
275	Ability to make thoughtful decision and stick to them	2/22/2019 9:59 AM
276	Integrity	2/22/2019 9:03 AM
277	Humility	2/22/2019 8:57 AM
278	backbone	2/22/2019 8:36 AM
279	Accountability, transparency, and openness	2/22/2019 8:22 AM
280	Vision	2/22/2019 6:48 AM
281	Employee raises!	2/22/2019 6:22 AM
282	Integrity	2/22/2019 3:00 AM
283	Integrity.	2/21/2019 11:53 PM
284	Clean background and clear moral compass	2/21/2019 10:27 PM
285	trustworthiness	2/21/2019 7:18 PM
286	Openness	2/21/2019 7:07 PM
287	Openness	2/21/2019 6:30 PM
288	Political Courage	2/21/2019 6:19 PM
289	integrity	2/21/2019 5:28 PM
290	transparency	2/21/2019 5:09 PM
291	Enthusiasm, optimism	2/21/2019 4:31 PM
292	Glascocks leadership skills	2/21/2019 4:31 PM

293	Integrity, honesty	2/21/2019 4:30 PM
294	Respect for community policing.	2/21/2019 4:22 PM
295	strategic direction	2/21/2019 3:50 PM
296	communication skills	2/21/2019 3:43 PM
297	Keep Glasscock!	2/21/2019 3:37 PM
298	consensus	2/21/2019 3:22 PM
299	openness	2/21/2019 3:21 PM
300	the ability to recognize consensus even if it outside the city council	2/21/2019 3:10 PM
301	A strong leader understands the importance of his/her team and works hard to ensure their success. When the team wins, he/she wins. When he/she wins, Columbia wins. incorporate ideas of others in their decision making,	2/21/2019 3:06 PM
302	honesty and transparency	2/21/2019 2:55 PM
303	Honesty and straight forwardness.	2/21/2019 2:53 PM
304	dependability	2/21/2019 2:35 PM
305	a strong backbone - must make a decision and stick with it	2/21/2019 2:34 PM
306	flexibility	2/21/2019 2:27 PM
307	integrity	2/21/2019 2:13 PM
308	integrity	2/21/2019 1:59 PM
309	integrity	2/21/2019 1:55 PM
310	Integrity, Financial Prudence, Communication Skills, Empathy	2/21/2019 1:50 PM
311	Facilitating and encouraging a vibrant small business and startup community	2/21/2019 11:50 AM
312	good will	2/21/2019 11:45 AM
313	integrity and diplomacy	2/21/2019 10:59 AM
314	servant leader	2/21/2019 10:56 AM
315	thoughtfulness	2/21/2019 10:56 AM
316	Devotion. Not to politics, not to one vocal minority of citizens like bike riders, but to the city and what is best for the average citizen that lives and works here.	2/21/2019 10:41 AM
317	Honesty and the ability to deal with the Council who has decided to get increasingly involved with personnel issues which per our charter they aren't supposed to do, while also remembering you work for the mayor and serve at his pleasure.	2/21/2019 9:43 AM
318	consistency	2/21/2019 8:57 AM
319	honesty	2/21/2019 8:56 AM
320	trustworthiness	2/21/2019 8:44 AM
321	common sense	2/21/2019 8:33 AM
322	Honesty, Commitment, Passion, Confidence and Accountability.	2/21/2019 8:17 AM
323	integrity	2/21/2019 8:13 AM
324	Common Sense	2/21/2019 8:00 AM
325	strength and ability to stand up against our City Council and Mayor	2/21/2019 7:49 AM
326	Ethics	2/21/2019 7:35 AM
327	Critical thinking and problem solving skills so they can manage conflict in high stress and high conflict situations. They need to be to make good decisions with successful outcomes when there are limited resources, funding and support.	2/21/2019 7:24 AM
328	creativity and innovation	2/21/2019 7:08 AM



329	integrity	2/21/2019 7:03 AM
330	Openness, Transparency	2/21/2019 7:00 AM
331	Equality	2/21/2019 6:46 AM
332	communication skills	2/21/2019 6:44 AM
333	True Integrity and humility in service of the city	2/21/2019 6:32 AM
334	the self-confidence to surround himself or herself with people of exceptional ability, not sycophants	2/21/2019 6:11 AM
335	common sense	2/21/2019 6:04 AM
336	Common Sense	2/21/2019 5:29 AM
337	Critical thinking	2/21/2019 5:06 AM
338	Honesty	2/20/2019 9:33 PM
339	integrity	2/20/2019 9:15 PM
340	Integrity	2/20/2019 9:13 PM
341	Keep Glasscock	2/20/2019 8:34 PM
342	respect for city employees and respect and commitment to the City Charter/Ordinances	2/20/2019 8:32 PM
343	Lead by example, vision, positive communication, honesty	2/20/2019 6:35 PM
344	Collaboration skills. This leader needs to be able to work with diverse groups, engage in active listening, and play nice with varying stakeholders.	2/20/2019 6:26 PM
345	excellent financial management and a dedication to transparency and disclosure	2/20/2019 5:48 PM
346	Integrity	2/20/2019 4:38 PM
347	Listening skills	2/20/2019 4:14 PM
348	strength and willingness to stand up against groups	2/20/2019 4:03 PM
349	Honesty, transparency, and professional ethics	2/20/2019 3:44 PM
350	good ethical behavior	2/20/2019 3:39 PM
351	integrity	2/20/2019 3:34 PM
352	communication skills	2/20/2019 3:21 PM
353	Common sense	2/20/2019 3:18 PM
354	Openness	2/20/2019 2:19 PM
355	Qualifications! At minimum a Former successful management of a municipality or cfo type from a successful business with people management skills.	2/20/2019 2:18 PM
356	Professionalism	2/20/2019 2:16 PM
357	the ability to listen in a way that makes others feel heard; willingness to go out and visit employees both where and when they are as not all employees work the regular 8-5	2/20/2019 2:11 PM
358	good/open communication skills	2/20/2019 2:09 PM
359	Integrity	2/20/2019 2:00 PM
360	a strong sense of ethics	2/20/2019 1:54 PM
361	willingness to balance needs of staff and community.	2/20/2019 1:45 PM
362	Courage	2/20/2019 1:38 PM
363	Collaboration. Able to draw from the experience and wisdom of others to solve the city's problems.	2/20/2019 1:24 PM
364	empathy	2/20/2019 1:20 PM
365	Honesty, and open. Local knowledge of local problems.	2/20/2019 1:19 PM
366	Honestly and integrity	2/20/2019 1:10 PM
367	transparency	2/20/2019 1:07 PM

368	Integrity	2/20/2019 1:02 PM
369	Honest	2/20/2019 12:53 PM
370	Honesty. If we have a problem, lets discuss it. If you made a mistake, what happened and how can it be avoided. If there is a critical need for something approach it from all aspects and present it as best as possible.	2/20/2019 12:47 PM
371	tact	2/20/2019 12:44 PM
372	Honesty	2/20/2019 12:43 PM
373	anti-racism	2/20/2019 12:34 PM
374	integrity	2/20/2019 12:29 PM
375	consistency	2/20/2019 12:28 PM
376	honesty and integrity	2/20/2019 12:24 PM
377	The ability to not be completely swayed by the politically correct culture of all the activist groups who do not represent the majority of Columbia residents	2/20/2019 12:21 PM
378	Integrity	2/20/2019 12:17 PM
379	A steel spine and moral values.	2/20/2019 11:54 AM
380	Strong business background	2/20/2019 11:52 AM
381	consistency	2/20/2019 11:41 AM
382	Strong backbone	2/20/2019 11:40 AM
383	Integrity	2/20/2019 11:39 AM
384	Excellent problem solving skills, direct approach, use the expertise of his/her staff or community leaders to their and the City's advantage.	2/20/2019 11:35 AM
385	management experience	2/20/2019 11:35 AM
386	vision	2/20/2019 11:33 AM
387	frugality	2/20/2019 11:27 AM
388	Integrity and Confidence in their skills	2/20/2019 11:26 AM
389	honesty	2/20/2019 11:21 AM
390	business acumen Understand the "business" of the organization as defined by the Charter.	2/20/2019 11:14 AM
391	Integrity under challenging political situations	2/20/2019 11:13 AM
392	Integrity	2/20/2019 11:12 AM
393	financial common sense	2/20/2019 11:08 AM
394	community engagement	2/20/2019 11:08 AM
395	honesty and integrity	2/20/2019 11:00 AM
396	Servitude	2/20/2019 11:00 AM
397	integrity, transparency, willingness to understand the recent history of the city and the mistakes that were made	2/20/2019 10:57 AM
398	honesty, integrity	2/20/2019 10:57 AM
399	Progress	2/20/2019 10:56 AM
400	confidence	2/20/2019 10:56 AM
401	Honor & Integrity	2/20/2019 10:55 AM
402	Transparency and fiscal responsibility	2/20/2019 10:54 AM
403	HONESTY	2/20/2019 10:51 AM
404	openness	2/20/2019 10:51 AM

405	humble. The city needs to work with many partners in the community and must be humble and able to work with other agencies.	2/20/2019 10:51 AM
406	Honesty	2/20/2019 10:49 AM
407	Economical knowledge	2/20/2019 10:46 AM
408	honesty	2/20/2019 10:45 AM
409	Empathy	2/20/2019 10:45 AM
410	Telling the absolute TRUTH and run the City as a company not a local government.	2/20/2019 10:44 AM
411	integrity	2/20/2019 10:44 AM
412	Honesty and the ability to develop trust with citizens and stakeholders.	2/20/2019 10:43 AM
413	compassion	2/20/2019 10:40 AM
414	fiscal responsibility	2/20/2019 10:40 AM
415	Accountability	2/20/2019 10:39 AM
416	the ability to have an open mind, hearing all "seats" at the table, yet effective at decision-making	2/20/2019 10:37 AM
417	All of the above that I have just arranged in order. These things should not be ranked as 1-10, but actual job requirements, period.	2/20/2019 10:37 AM
418	A proactive mindset as opposed to a reactive approach. Get ahead of problems and actively recruit talent to leadership positions.	2/20/2019 10:35 AM
419	An ability to establish trust and vision with the employees of the City.	2/20/2019 10:34 AM
420	courage	2/20/2019 10:34 AM
421	long-term goal setting	2/20/2019 10:34 AM
422	Listening	2/20/2019 10:34 AM
423	Accountability and Honesty	2/20/2019 10:34 AM
424	transparency in his/her choices	2/20/2019 10:32 AM
425	interpersonal communication	2/20/2019 10:30 AM
426	financial management	2/20/2019 10:29 AM
427	Economic skill set	2/20/2019 10:27 AM
428	honesty	2/20/2019 10:26 AM
429	honesty and fairness	2/20/2019 10:26 AM
430	integrity	2/20/2019 10:25 AM
431	The ability to value staff	2/20/2019 10:23 AM
432	Integrity	2/20/2019 10:19 AM
433	Passion and Commitment	2/20/2019 10:13 AM
434	integrity	2/20/2019 10:11 AM
435	honesty	2/20/2019 10:11 AM
436	accountability	2/20/2019 10:10 AM
437	the ability to work cooperatively with the Columbia City Council	2/20/2019 10:10 AM
438	put the needs of employees first	2/20/2019 10:05 AM

## Q3 Columbia would be well-served if the new city manager introduced (or embraced) \_\_\_\_\_ in the community.

Answered: 403 Skipped: 89

#	RESPONSES	DATE
1	small businesses	3/18/2019 10:04 AM
2	honesty	3/16/2019 5:10 PM
3	Locally owned businesses	3/16/2019 1:06 PM
4	community policing	3/15/2019 2:57 PM
5	Climate Action Efforts	3/15/2019 2:13 PM
6	conservative ideology	3/15/2019 1:18 PM
7	Support of economic development. This doesn't necessarily mean tax credits or special deals in all cases, but may be by speaking supporting business in Columbia.	3/15/2019 10:03 AM
8	Diversity and Inclusion	3/15/2019 8:52 AM
9	town hall meetings	3/15/2019 8:29 AM
10	A police department which isn't given directives by people who have never policed.	3/15/2019 4:45 AM
11	a lower cost of living	3/15/2019 2:01 AM
12	Traditional infrastructure solutions (GOOD roads, not more bike lanes & trails; parking; robust sewer & power; public safety; ...)	3/14/2019 4:52 PM
13	Providing services for those in need--homeless, poor, people who rely on public transportation, people with disabilities	3/14/2019 4:22 PM
14	Diversity and volunteer service. Columbia is fortunate to have a broad base of bright, engaged citizens who are permanently invested in the strength of this community. All voices should be encouraged to speak out and be heard in authentic and genuine ways from the business community, university community, neighborhood groups, and other citizen stakeholders.	3/14/2019 1:28 PM
15	If they embraced what the current citizens can provide for the city rather than outsourcing, on many levels.	3/14/2019 12:09 PM
16	visions	3/14/2019 11:53 AM
17	unity	3/14/2019 10:22 AM
18	improving city infrastructure and services	3/14/2019 9:23 AM
19	Suggestions	3/14/2019 6:24 AM
20	24 hour permanent shelter for homeless with a big enough parking lot for homeless sleeping in their vehicles and green space where they can hang out during the day when not looking for a job.	3/14/2019 6:16 AM
21	Improving police interactions with minority populations.	3/14/2019 5:50 AM
22	A police force that stopped arresting citizens for DWB--Driving While Blac.	3/14/2019 12:29 AM
23	cooperation within each ward to produce cohesiveness with all individuals	3/13/2019 4:54 PM
24	everyone	3/13/2019 4:13 PM
25	growth and needed taxation	3/13/2019 11:51 AM
26	community policing	3/13/2019 11:26 AM
27	future planning	3/13/2019 11:14 AM
28	fellowship	3/13/2019 11:00 AM
29	Economic Development	3/13/2019 10:10 AM

30	Privatizing some city utilities	3/13/2019 10:03 AM
31	tolerance	3/13/2019 9:55 AM
32	diversity and equal mindset	3/13/2019 8:54 AM
33	Increasing revenue	3/13/2019 8:32 AM
34	radical transparency	3/13/2019 8:23 AM
35	everyone, an open ear	3/13/2019 8:14 AM
36	employees as an asset	3/13/2019 8:12 AM
37	Support For Police	3/13/2019 8:08 AM
38	New ideas	3/13/2019 8:06 AM
39	Identifying and working closely with all stakeholders	3/12/2019 1:49 PM
40	Hearing from everyone in the community	3/12/2019 12:52 PM
41	transparency	3/12/2019 9:43 AM
42	the diverse needs of differing populations	3/12/2019 7:56 AM
43	an depth of knowledge regarding our infrastructure needs. Someone that builds trust and can unify a team to carry out the various needs	3/12/2019 7:27 AM
44	public transportation, affordable housing, diversity in contracting, community policing	3/12/2019 7:23 AM
45	community policing	3/11/2019 3:23 PM
46	Proactive policing	3/11/2019 3:07 PM
47	Less police spending	3/11/2019 1:51 PM
48	community policing	3/11/2019 9:55 AM
49	environmental stewardship	3/11/2019 9:39 AM
50	Police Department Support	3/11/2019 9:27 AM
51	anti-racism measures	3/11/2019 8:14 AM
52	Law enforcement	3/11/2019 8:02 AM
53	economic development	3/11/2019 7:52 AM
54	progress	3/11/2019 7:42 AM
55	diverse needs	3/11/2019 7:41 AM
56	roads	3/11/2019 6:53 AM
57	Agriculture	3/11/2019 6:08 AM
58	Embraced a commitment to inclusion for all groups, and implement this commitment to practical programs to actually make a difference. For example, community policing and an evenhanded approach to services in all wards.	3/10/2019 9:07 PM
59	a much friendlier business environment	3/10/2019 8:51 PM
60	diversity, equity and inclusion	3/10/2019 7:23 PM
61	a sense of shared civic responsibility	3/10/2019 6:37 PM
62	More efficient processes and concepts	3/10/2019 5:58 PM
63	Diversity	3/10/2019 2:53 PM
64	cultural diversity	3/10/2019 2:01 PM
65	climate-change related policies	3/10/2019 10:29 AM
66	inclusion	3/10/2019 9:59 AM
67	community meetings that invited everyone to attend	3/10/2019 9:17 AM
68	Community policing	3/9/2019 5:31 PM

69	All types of diversity	3/9/2019 6:16 AM
70	Transparency	3/8/2019 5:14 PM
71	diversity and economic development	3/8/2019 4:03 PM
72	Our city's traditions, values and culture.	3/8/2019 9:02 AM
73	Transit oriented development	3/8/2019 7:54 AM
74	Shared decision making	3/8/2019 5:30 AM
75	sustainability in the economy and the environment	3/7/2019 8:19 PM
76	a return to focusing on provision of our core services	3/7/2019 7:02 PM
77	fairness	3/7/2019 3:54 PM
78	programs that encourage renewable energy or more energy efficiency programs like the Nest program in KC or access to solar panel installation	3/7/2019 3:29 PM
79	Smart growth, infrastructure foresight, safety and security of its citizens	3/7/2019 12:09 PM
80	trustworthiness	3/7/2019 9:02 AM
81	the notion of equity	3/7/2019 7:41 AM
82	John Glasscock has already bridged the gap between public service and the community.	3/6/2019 8:18 PM
83	A caring attitude in/for the community	3/6/2019 7:24 PM
84	respect for private property rights	3/6/2019 7:18 PM
85	Equality and equity for all	3/6/2019 5:08 PM
86	better infrastructure planning for growth	3/6/2019 3:14 PM
87	Inclusion and equity	3/6/2019 3:12 PM
88	A culture of open dialogue and respect of the community members not just leaders (political and economic)	3/6/2019 2:46 PM
89	inclusiveness	3/6/2019 1:48 PM
90	better low income housing and transportation opportunities	3/6/2019 1:05 PM
91	inclusivity and diversity initiatives	3/6/2019 12:54 PM
92	financial transparency	3/6/2019 12:22 PM
93	a functioning police department	3/6/2019 12:01 PM
94	REAL inclusion efforts for diverse populations	3/6/2019 11:28 AM
95	what the neighborhood communities actually want and why, rather than placating and ramrodding ideas through.	3/6/2019 11:07 AM
96	Reduction of poverty	3/6/2019 11:01 AM
97	new major development and replacement of infrastructure plans	3/6/2019 10:25 AM
98	respect for diverse opinions and support for law enforcement	3/6/2019 9:04 AM
99	Policing that focuses on getting the criminals off the streets. I could care less about the criminals and only care about the law abiding citizens.	3/6/2019 9:03 AM
100	diversity	3/6/2019 8:11 AM
101	Promoting and Emphasizing improvement and maintenance of Basic Services and Responsibilities of City Government (ie Police, Fire, Infrastructure, amenities - parks) while addressing these same Basic Services in a growing City, rather than promoting "Pet Projects".	3/6/2019 6:12 AM
102	transit advocacy	3/5/2019 10:35 PM
103	Transparency and openness in communication with Columbia residents	3/5/2019 7:23 PM
104	the value of the citizens of columbia	3/5/2019 6:37 PM
105	Transparency	3/5/2019 3:51 PM

106	the media	3/5/2019 3:35 PM
107	Jesus Christ	3/5/2019 1:36 PM
108	taking citizen review boards mow seriously	3/5/2019 1:32 PM
109	non-political tone	3/5/2019 11:34 AM
110	Police support to decrease violence and crime that has taken over our community	3/5/2019 11:26 AM
111	Responsiveness to average citizens needs	3/5/2019 11:12 AM
112	Developers paying their share of the cost for city infrastructure, including ageing infrastructure, as until now they have not been made to do	3/5/2019 10:52 AM
113	back to the basics of a City. Focus on the things a City needs first and then branch out into the social programs.	3/5/2019 10:41 AM
114	more comprehensive and inclusive approach	3/5/2019 10:38 AM
115	those that are less fortunate	3/5/2019 10:37 AM
116	Public transportation for working class people	3/5/2019 10:34 AM
117	Police as social workers	3/5/2019 10:17 AM
118	Investing in public transit	3/5/2019 9:56 AM
119	Honesty. Not John Glascock!	3/5/2019 9:32 AM
120	inclusion	3/5/2019 8:47 AM
121	Equity	3/5/2019 7:45 AM
122	Community policing	3/5/2019 6:49 AM
123	Embraced viewpoints of all	3/5/2019 6:11 AM
124	people who aren't privileged, entitled white male bigots	3/5/2019 5:05 AM
125	Acknowledge racial discrimination	3/4/2019 6:58 PM
126	parks and recreation	3/4/2019 1:40 PM
127	INTEGRITY	3/4/2019 12:03 PM
128	commerce	3/4/2019 8:41 AM
129	embraced the wide variety of differing opinions (sometimes on a single issue/topic)	3/4/2019 8:17 AM
130	True citizen-government collaboration	3/4/2019 8:04 AM
131	less spending	3/4/2019 5:15 AM
132	Ways to empower non-profits, faith communities, & volunteerism to improve & positively impact the community.	3/3/2019 7:59 PM
133	lower taxes and fees. quit trying to expand local government.	3/3/2019 7:16 PM
134	meeting and listening to the public, they report what their impressions are	3/3/2019 3:47 PM
135	Good police work.....NOT liberally defined community policing.	3/3/2019 3:19 PM
136	Sustainable development practices	3/3/2019 2:48 PM
137	The potential to bring strong economical growth but blocked by city council agenda	3/3/2019 11:05 AM
138	responsibility	3/3/2019 10:56 AM
139	Compassion for the most vulnerable, homeless, poor and handicapped	3/3/2019 10:37 AM
140	Common sense	3/3/2019 9:05 AM
141	Focusing on developing the more disadvantaged areas of town	3/3/2019 8:27 AM
142	lower taxes	3/3/2019 8:22 AM
143	the police	3/2/2019 11:02 PM



144	Columbia would be well-served if the new city manager were to embrace local businesses/enterprises as well as new and existing national businesses in the community.	3/2/2019 5:40 PM
145	green and sustainability policies (ways to counter act global warming on a local level)	3/2/2019 12:59 PM
146	economic development	3/2/2019 12:15 PM
147	value of a all ages	3/1/2019 7:36 PM
148	compassion	3/1/2019 5:51 PM
149	everyone	3/1/2019 4:50 PM
150	public transportation	3/1/2019 4:12 PM
151	a spirit of servant-leadership	3/1/2019 1:18 PM
152	Racial, economic, and cultural diversity	3/1/2019 12:59 PM
153	Churches	3/1/2019 9:55 AM
154	trust and consideration for ALL people groups, not just the university types.	3/1/2019 7:30 AM
155	The need for Public Safety and Infrastructure funding..	3/1/2019 6:18 AM
156	Ethics	3/1/2019 4:23 AM
157	A true sense of what has gone awry with this once great University-town from the-all-but defunct police force that is not only dramatically and inexcusably understaffed, but dishonest, nearly rogue in some capacities, a structural nightmare of inefficiency and ineffectiveness, and often lazy and unwilling to appropriately do their job if not also poorly trained; to the city council's 2010 initiative to help house migrating population from the south, a noble but ill-conceived notion for this once nice midwestern town as such populations rape and pillage the culture and countless facets of the town and further over-populate and create general nuisance and degradation to the already over-populated university-town of university outsiders (esp with the SEC expansion around the same time) who are certainly more than welcome as long as they contribute and don't degrade, add positivity and not negativity, add assets not liabilities, etc.; to all the various other factors that ultimately require an extremely strong city-university relationship and joint, cohesive maximal effort as they but one in the same. Figure it the fuck out, it's not that hard. I have a thousand ideas and one for seamless execution to go into effect tomorrow. Candidate must also have the strength and power within to go whatever lengths are necessary to accomplish these goals while maintaining a solid ethical system at core, etc. etc.	3/1/2019 3:44 AM
158	Fiscal responsibility	2/28/2019 10:25 PM
159	unity	2/28/2019 8:13 PM
160	Diversity and police sensitivity.	2/28/2019 7:53 PM
161	Pro business and pro growth attitude	2/28/2019 7:19 PM
162	Peace, calm, kindness	2/28/2019 6:23 PM
163	Current commitment to social equity; intentional efforts to address history of racial equities and promoting inclusion and diversity; improving leadership, morale, and culture at the CPD	2/28/2019 5:38 PM
164	Infrastructure reform and public services improvement	2/28/2019 5:02 PM
165	integrity	2/28/2019 4:50 PM
166	citizen participation	2/28/2019 2:21 PM
167	economic equity	2/28/2019 2:19 PM
168	strategic plans in alignment with what community wants	2/28/2019 1:48 PM
169	Diversity	2/28/2019 1:14 PM
170	Effective public engagement.	2/28/2019 12:59 PM
171	inclusivity	2/28/2019 12:28 PM
172	technology access	2/28/2019 12:16 PM
173	placing the basic functions of government above pet projects or things that are just nice to have	2/28/2019 12:05 PM
174	Another cultures, Racism, and Jobs system in the city	2/28/2019 10:59 AM



175	a city wide audit	2/28/2019 9:28 AM
176	impartial equality across race, age, gender, and socio-economic status	2/28/2019 8:42 AM
177	new businesses	2/28/2019 8:37 AM
178	embraced everyone in the community. Introduced MORE green initiatives.	2/28/2019 8:34 AM
179	openness and mindfulness	2/28/2019 8:23 AM
180	New Green Deal	2/27/2019 11:57 PM
181	DIVERSITY	2/27/2019 11:49 PM
182	honesty	2/27/2019 11:02 PM
183	social justice issues	2/27/2019 3:47 PM
184	inclusion	2/27/2019 3:34 PM
185	more sustainable practices	2/27/2019 3:27 PM
186	Community policing	2/27/2019 3:24 PM
187	new approaches	2/27/2019 2:42 PM
188	green space for recreation (this and quality of schools are what determines quality of life for residents)	2/27/2019 2:16 PM
189	the city advisory boards and commissions	2/27/2019 1:49 PM
190	more affordable housing for families	2/27/2019 1:45 PM
191	strong city department leadership	2/27/2019 12:56 PM
192	engagement; engage with every segment of our population and listen to their concerns, needs, and hopes for our city.	2/27/2019 11:38 AM
193	data to guide decisions.	2/27/2019 11:11 AM
194	Community outreach	2/27/2019 11:08 AM
195	the arts community	2/27/2019 11:02 AM
196	diversity and inclusion	2/27/2019 10:43 AM
197	FAITH!	2/27/2019 10:36 AM
198	community policing	2/27/2019 10:29 AM
199	pride	2/27/2019 10:25 AM
200	Issues of diversity and inclusion	2/27/2019 10:22 AM
201	diversity	2/27/2019 10:18 AM
202	sustainability initiatives (from public transportation to growing/supporting our local businesses) for current and future generations to benefit from	2/27/2019 10:16 AM
203	economic opportunity for all community members	2/27/2019 10:05 AM
204	Inclusivity	2/27/2019 6:49 AM
205	Support for family	2/27/2019 3:01 AM
206	trash cans for residential pick up	2/26/2019 6:16 PM
207	actual policing	2/26/2019 3:20 PM
208	inclusivity and openness	2/26/2019 2:21 PM
209	community policing	2/26/2019 12:02 PM
210	stable and principled leadership	2/26/2019 10:16 AM
211	roll carts for trash service-Columbia should be like every other city in Missouri and have roll carts. Easy for people to roll to the curb	2/25/2019 7:26 PM
212	Anti-cronyism	2/25/2019 6:02 PM

213	true, not perceived, equity	2/25/2019 4:25 PM
214	diversity	2/25/2019 4:08 PM
215	people of color. The new city manager must engaged with the citizens of Columbia as well as the City of Columbia staff. Additionally, take focus on what the University of Missouri "community" wants.	2/25/2019 11:55 AM
216	Diversity	2/25/2019 11:13 AM
217	diversity	2/25/2019 10:45 AM
218	Fiscal Responsibility	2/25/2019 9:20 AM
219	Ability to listen to the silent majority and not the vocal minority	2/25/2019 8:37 AM
220	diversity and transparency	2/25/2019 7:41 AM
221	Intellectualism? :)	2/25/2019 4:56 AM
222	Diversity, city leadership team and employee engagement, proven capability to work through issues in our police department.	2/24/2019 11:37 AM
223	Public transportation	2/24/2019 10:59 AM
224	Expanding/improving the police department and addressing crime	2/24/2019 10:20 AM
225	An insistence on inclusive leadership	2/24/2019 9:05 AM
226	Community policing.	2/24/2019 8:44 AM
227	Himself/ herself	2/24/2019 6:33 AM
228	economic development and fairness	2/23/2019 11:35 PM
229	diversity and inclusion	2/23/2019 6:56 PM
230	Diversity	2/23/2019 6:45 PM
231	all people	2/23/2019 6:16 PM
232	recycling opportunities	2/23/2019 5:34 PM
233	equity	2/23/2019 5:23 PM
234	Diversity and Inclusion	2/23/2019 3:57 PM
235	diversity	2/23/2019 3:16 PM
236	Improving services	2/23/2019 2:49 PM
237	Bums, homeless, panhandling on their way out of town. Daily coffee and donuts with the homeless in flat branch Park Just kidding	2/23/2019 2:24 PM
238	a system for continuous dialogue with low income communities.	2/23/2019 2:13 PM
239	inclusiveness and community policing	2/23/2019 1:49 PM
240	Innovative public education/ awareness of how tax monies serve citizens, and the transparency to witness the benefits.	2/23/2019 11:33 AM
241	goals and benchmarks	2/23/2019 9:20 AM
242	Diversity, environmental concerns,	2/23/2019 7:41 AM
243	The wishes of the majority not the whims of the shouters and the crazy people.	2/22/2019 7:07 PM
244	tough love and higher expectations, not community policing, to turn around the failing black community - black on black violence, huge achievement gap in school, generational poverty - we need strict law enforcement not more barbeques or basketball games and a new approach to race relations	2/22/2019 6:32 PM
245	Free market capitalism, entrepreneurship and businesses that employ individuals	2/22/2019 3:36 PM
246	Love for the City workforce	2/22/2019 3:31 PM
247	more avenues to assist businesses to navigate city government.	2/22/2019 3:11 PM
248	historic preservation	2/22/2019 2:09 PM

249	equity	2/22/2019 1:47 PM
250	inclusion & diversity	2/22/2019 1:37 PM
251	business	2/22/2019 12:56 PM
252	invested cooperation	2/22/2019 12:08 PM
253	greater public safety	2/22/2019 9:59 AM
254	Changes	2/22/2019 9:03 AM
255	Diversity	2/22/2019 8:57 AM
256	More consensus building, more inclusion, more buy in	2/22/2019 8:22 AM
257	Transparency	2/22/2019 6:48 AM
258	Employee raises!	2/22/2019 6:22 AM
259	More cops	2/22/2019 3:00 AM
260	A conservative, ethical, faith-based grounding	2/21/2019 11:53 PM
261	Small business opportunity	2/21/2019 10:27 PM
262	audits/budget transparency	2/21/2019 7:18 PM
263	The importance of public safety	2/21/2019 7:07 PM
264	Diversity	2/21/2019 6:30 PM
265	Police	2/21/2019 6:19 PM
266	growth	2/21/2019 5:28 PM
267	inclusion/diversity	2/21/2019 5:09 PM
268	Leading from the center	2/21/2019 4:31 PM
269	Policing and diversity	2/21/2019 4:31 PM
270	lower utility costs	2/21/2019 4:30 PM
271	Community policing	2/21/2019 4:22 PM
272	transparency	2/21/2019 3:50 PM
273	economic development	2/21/2019 3:43 PM
274	Keep Glasscock!	2/21/2019 3:37 PM
275	support for the police department and adequate funding	2/21/2019 3:22 PM
276	a better relationship with the police department	2/21/2019 3:21 PM
277	transparency	2/21/2019 3:10 PM
278	the diversity	2/21/2019 2:55 PM
279	True leadership	2/21/2019 2:53 PM
280	town halls	2/21/2019 2:35 PM
281	economics - supply and demand dictate housing affordability, the types and quantity of jobs available, etc.	2/21/2019 2:34 PM
282	order	2/21/2019 2:27 PM
283	equitable and progressive policies	2/21/2019 2:13 PM
284	common sense	2/21/2019 1:59 PM
285	compassion (teaching residents to have compassion for those on the other side of an issue) and compromise	2/21/2019 1:55 PM
286	Unity	2/21/2019 1:50 PM
287	Small business growth, startup business, and overall entrepreneurship	2/21/2019 11:50 AM

288	activities	2/21/2019 11:45 AM
289	diversity and inclusion	2/21/2019 10:59 AM
290	bold transparency	2/21/2019 10:56 AM
291	social programs	2/21/2019 10:56 AM
292	Making Columbia the safe city it was that I enjoyed growing up. Cutting back on the drugs that bring on the crime, both major (shootings) and minor (vehicle break ins by Junkies looking for money).	2/21/2019 10:41 AM
293	Use Tax	2/21/2019 8:57 AM
294	public safety	2/21/2019 8:56 AM
295	transparency	2/21/2019 8:44 AM
296	efficiency	2/21/2019 8:33 AM
297	Business & Economic growth	2/21/2019 8:13 AM
298	a sense of pride and less of a political presence	2/21/2019 8:00 AM
299	Change - the new manager needs to want to do things different and know how. For example, we should get out of some city services and let the private sector do them, we should be merging departments with the County every time we can, look for ways to not increase taxes but get out of full service city	2/21/2019 7:49 AM
300	Transparency	2/21/2019 7:35 AM
301	I would like to see the city manager introduce more culture and diversity to Columbia for people of all ages, races and background. It seems that a lot of activities and cultural affairs for the community are centered around Mizzou and young adults. I would like to see more things brought here that represents that we are a community that is has something here in our community for everyone, not only the students.	2/21/2019 7:24 AM
302	progressivism	2/21/2019 7:08 AM
303	reduced regulation	2/21/2019 7:03 AM
304	Honesty	2/21/2019 7:00 AM
305	Openness	2/21/2019 6:46 AM
306	public involvement	2/21/2019 6:44 AM
307	Recognition of the silent majority who don't have the time to take off work or take time from their busy families and lives to make it to city council meetings or otherwise participate in proceedings and processes involving the city government.	2/21/2019 6:32 AM
308	transparency: which is always promised but rarely delivered THIS INSTRUMENT FAILS TO SHOW MY RATINGS ABOVE SO I DON'T KNOW IF THEY WERE COUNTED!	2/21/2019 6:11 AM
309	common sense	2/21/2019 6:04 AM
310	Putting community needs over developers financial goals	2/21/2019 5:29 AM
311	Diversity	2/21/2019 5:06 AM
312	Trust	2/20/2019 9:33 PM
313	accountability	2/20/2019 9:15 PM
314	Hard work	2/20/2019 9:13 PM
315	Keep Glasscock	2/20/2019 8:34 PM
316	economic disparity	2/20/2019 8:32 PM
317	The importance of all city workers	2/20/2019 6:35 PM
318	better development decisions. Our downtown is flooded with student apartment complexes. The parking garages have few spaces for open parking and students park up and down the streets. We didn't have the infrastructure to support this.	2/20/2019 6:26 PM
319	financial transparency	2/20/2019 5:48 PM

320	Spiruality	2/20/2019 4:38 PM
321	the police department	2/20/2019 4:03 PM
322	all socioeconomic groups	2/20/2019 3:39 PM
323	openness and transparency	2/20/2019 3:34 PM
324	economic development	2/20/2019 3:21 PM
325	Respect	2/20/2019 3:18 PM
326	Truly embraced diversity!!	2/20/2019 2:19 PM
327	Transparency with a balanced budget.	2/20/2019 2:18 PM
328	A sense of reality as far as the limitations of local government and the need for church and civic organizations	2/20/2019 2:16 PM
329	Community Oriented Policing - this is clearly something the community wants, so the need to embrace it is critical for the next CAO	2/20/2019 2:11 PM
330	higher wages for city employees (retention is terrible)	2/20/2019 2:09 PM
331	outreach	2/20/2019 2:00 PM
332	honesty	2/20/2019 1:54 PM
333	consistency and fairness	2/20/2019 1:45 PM
334	having hard conversations	2/20/2019 1:38 PM
335	A public safety tax. Or was able to move funds from water and light into the general fund to help with public safety.	2/20/2019 1:24 PM
336	inclusion	2/20/2019 1:20 PM
337	All voices	2/20/2019 1:19 PM
338	The police department	2/20/2019 1:10 PM
339	conservation and environmental protection	2/20/2019 1:07 PM
340	The MO Faith Voices Moral Agenda	2/20/2019 1:02 PM
341	Employees first	2/20/2019 12:53 PM
342	Higher quality community outreach.	2/20/2019 12:47 PM
343	fairness	2/20/2019 12:44 PM
344	Accountability	2/20/2019 12:43 PM
345	a commitment to effective communication and transparency	2/20/2019 12:34 PM
346	diversity and inclusion (race and gender identity, etc.)	2/20/2019 12:29 PM
347	policing	2/20/2019 12:28 PM
348	Policies that encourage self responsibility of citizens instead of those that pander to the activist culture that government must do and solve all their problems.	2/20/2019 12:21 PM
349	equity	2/20/2019 12:17 PM
350	Conservative principles	2/20/2019 11:54 AM
351	Smaller government and less regulation	2/20/2019 11:52 AM
352	Employee first attitude	2/20/2019 11:40 AM
353	Integrity	2/20/2019 11:39 AM
354	Community growth - If the goal is for Columbia to continue to be a desirable place to live then growth will continue either in the County or City limits. Columbia is no longer a small town. Therefore we need to embrace our role as a growing community and encourage it in a organized fashion.	2/20/2019 11:35 AM
355	transparency, inclusion, diversity	2/20/2019 11:35 AM

356	clearly articulated city goals	2/20/2019 11:33 AM
357	economic sustainability	2/20/2019 11:27 AM
358	Technology and transparency	2/20/2019 11:26 AM
359	inclusion	2/20/2019 11:21 AM
360	Transformative vision of the social and environmental changes required	2/20/2019 11:13 AM
361	Priority based budgeting	2/20/2019 11:12 AM
362	a new system of recruiting and keeping valuable employees	2/20/2019 11:08 AM
363	diversity	2/20/2019 11:00 AM
364	Diversity	2/20/2019 11:00 AM
365	community policing, methods of unifying citizens to heal the divides that have been created over the last 10+, openness and accessibility to citizens for feedback	2/20/2019 10:57 AM
366	vision, creativity	2/20/2019 10:57 AM
367	Infrastructure and Public Works improvements (better transit, snow removal, implement trash roll carts!)	2/20/2019 10:56 AM
368	the issues with the police department	2/20/2019 10:56 AM
369	being FISCALLY CONSERVATIVE	2/20/2019 10:55 AM
370	COLLABORATION	2/20/2019 10:51 AM
371	SAFETY	2/20/2019 10:51 AM
372	priority for public safety	2/20/2019 10:51 AM
373	Community Policing	2/20/2019 10:49 AM
374	Budgeting for road fixing	2/20/2019 10:46 AM
375	meaningfully addressing poverty and segregation	2/20/2019 10:45 AM
376	Innovation	2/20/2019 10:45 AM
377	Financial awareness, stop spending money on failing projects like CIS	2/20/2019 10:44 AM
378	small business growth	2/20/2019 10:44 AM
379	Innovation and new ideas.	2/20/2019 10:43 AM
380	innovation	2/20/2019 10:40 AM
381	a smaller amount of government bureaucracy	2/20/2019 10:40 AM
382	Priority based budgeting	2/20/2019 10:39 AM
383	making crime/police force a focus - we're losing families with children to neighboring, smaller communities	2/20/2019 10:37 AM
384	The large communication barrier that our community seems to have regarding ANYTHING going on within the city.	2/20/2019 10:37 AM
385	More pedestrian options. We need a vibrant walkable downtown	2/20/2019 10:35 AM
386	Change!	2/20/2019 10:34 AM
387	Equity	2/20/2019 10:34 AM
388	participation	2/20/2019 10:34 AM
389	Community Policing	2/20/2019 10:34 AM
390	diversity and equality	2/20/2019 10:34 AM
391	a spirit of cooperation	2/20/2019 10:30 AM
392	economic development, including factories for those who face educational hardship	2/20/2019 10:29 AM
393	public safety	2/20/2019 10:27 AM

394	diversity	2/20/2019 10:26 AM
395	community policing and transparency in government	2/20/2019 10:26 AM
396	transparency to his/her office not just the rest of the City	2/20/2019 10:25 AM
397	Inclusivity	2/20/2019 10:23 AM
398	Financial responsibility. (balance budget)	2/20/2019 10:19 AM
399	enhancing quality of life	2/20/2019 10:13 AM
400	diversity	2/20/2019 10:11 AM
401	diversity	2/20/2019 10:10 AM
402	community policing	2/20/2019 10:10 AM
403	diversity, equity, and inclusion	2/20/2019 10:05 AM

## Q4 The new city manager should be able to easily navigate \_\_\_\_\_ as part of their duties.

Answered: 397 Skipped: 95

#	RESPONSES	DATE
1	long-term city resident's needs	3/18/2019 10:04 AM
2	through all neighborhoods and communities	3/16/2019 5:10 PM
3	competing voices	3/15/2019 2:57 PM
4	lacking employee moral	3/15/2019 2:13 PM
5	communication across all city departments	3/15/2019 1:18 PM
6	The bureaucracy of the City. There are a number of layers and it takes effort and some bravery to make the necessary changes to make the City better.	3/15/2019 10:03 AM
7	Intergovernmental Politics	3/15/2019 8:52 AM
8	municipal finances	3/15/2019 8:29 AM
9	Bodie Dr.	3/15/2019 4:45 AM
10	Budgeting appropriately	3/15/2019 2:01 AM
11	needs of the many over the pet projects of political office holders or highly vocal special interest people.	3/14/2019 4:52 PM
12	Residents concerns	3/14/2019 4:27 PM
13	The mayor and city council	3/14/2019 4:22 PM
14	Public discussions about growth and infrastructure.	3/14/2019 1:28 PM
15	Social media, many of the citizens use it to reach out to members of Congress or Senate or future candidates. Many seem to post but few seem to respond, we don't need an echo chamber, we need to know we are heard.	3/14/2019 12:09 PM
16	the mission	3/14/2019 11:53 AM
17	the community issues	3/14/2019 10:22 AM
18	a racially and socio-economically diverse community	3/14/2019 9:23 AM
19	Communication	3/14/2019 6:24 AM
20	budgets	3/14/2019 6:16 AM
21	fiscal/fiduciary management	3/14/2019 5:50 AM
22	Can't answer. A poorly worded question.	3/14/2019 12:29 AM
23	operational duties that keep the city running smoothly	3/13/2019 4:54 PM
24	bullshit	3/13/2019 4:13 PM
25	city council	3/13/2019 11:51 AM
26	public and media relations	3/13/2019 11:26 AM
27	the difference between rates and taxes	3/13/2019 11:14 AM
28	The media	3/13/2019 11:00 AM
29	Priorities that are truly important and not just whats being yelled the loudest.	3/13/2019 10:10 AM
30	those in the community who want special attention to their private needs or personal favors based on how important they perceive themselves to be	3/13/2019 9:55 AM
31	Management of city department heads and able to work with city council.	3/13/2019 8:49 AM



32	public/private partnerships	3/13/2019 8:32 AM
33	how to educate council with information from staff and how to encourage staff to carry out directives from council	3/13/2019 8:23 AM
34	city finances	3/13/2019 8:14 AM
35	All departments	3/13/2019 8:12 AM
36	City Employee Salary issues	3/13/2019 8:08 AM
37	Compassionate diplomacy	3/12/2019 1:49 PM
38	Diverse opinions	3/12/2019 12:52 PM
39	public relations	3/12/2019 9:43 AM
40	fiscal and financial issues	3/12/2019 7:56 AM
41	the administrative tasks that allow a city to operate. ... He/she should be able to supervises the city's employees, while managing the bureaucracy, and implementing and overseeing policies set by Columbia's Mayor and City Council	3/12/2019 7:27 AM
42	between CPS, MU, and the shifting online retail environment	3/12/2019 7:23 AM
43	bringing stakeholders together	3/11/2019 3:23 PM
44	Financial records	3/11/2019 3:07 PM
45	Bureaucracy	3/11/2019 1:51 PM
46	various interest groups	3/11/2019 9:55 AM
47	all levels of race, income, and abilities	3/11/2019 9:39 AM
48	balancing a budget	3/11/2019 9:27 AM
49	responding to public opinion and needs	3/11/2019 8:14 AM
50	racial issues	3/11/2019 8:02 AM
51	finances	3/11/2019 7:52 AM
52	political interest groups	3/11/2019 7:42 AM
53	listening to multiple points of view and finding common ground	3/11/2019 7:41 AM
54	politics	3/11/2019 6:53 AM
55	Media	3/11/2019 6:08 AM
56	Planning	3/10/2019 9:07 PM
57	emergency personnel issues	3/10/2019 8:51 PM
58	in all sectors of the community as well as departments	3/10/2019 7:23 PM
59	the gap between politicians' promises and the city's fiscal realities	3/10/2019 6:37 PM
60	All societal groups	3/10/2019 5:58 PM
61	political agendas	3/10/2019 2:53 PM
62	organized labor	3/10/2019 2:01 PM
63	political differences	3/10/2019 10:29 AM
64	communication with the public	3/10/2019 9:59 AM
65	community relations and neighborhoods	3/10/2019 9:17 AM
66	Public input	3/9/2019 5:31 PM
67	Conflict resolution	3/9/2019 6:16 AM
68	Conflict	3/8/2019 5:14 PM
69	the utilities	3/8/2019 4:03 PM
70	communicating with a variety of important personnel	3/8/2019 9:02 AM

71	Through the pressures of doing things the way we've always done them to the ways we should be doing things.	3/8/2019 7:54 AM
72	The frenzied media	3/8/2019 5:30 AM
73	finances	3/7/2019 8:19 PM
74	employee (staff) and Council relations, interactions and support	3/7/2019 7:02 PM
75	the truth (note: this does not mean "circumnavigate")	3/7/2019 3:54 PM
76	racial profiling and policing	3/7/2019 3:29 PM
77	Fund raising avenues, Federal, State & Local, to subsidize Columbia's growth, safety, and security	3/7/2019 12:09 PM
78	working with diverse interests/groups	3/7/2019 9:28 AM
79	collaboration	3/7/2019 9:02 AM
80	among competing interests within Columbia--university, business, ordinary citizens, developers.	3/7/2019 7:41 AM
81	a voice for public service and community relations.	3/6/2019 8:18 PM
82	Working with employees and community	3/6/2019 7:24 PM
83	city finances	3/6/2019 7:18 PM
84	Difficult conversations/topics	3/6/2019 5:08 PM
85	engagement with City employees	3/6/2019 3:14 PM
86	communication, internal and external	3/6/2019 3:12 PM
87	financial management	3/6/2019 2:46 PM
88	working with multiple interests and groups	3/6/2019 1:48 PM
89	racial and economic tension	3/6/2019 1:05 PM
90	racial relations and disparity	3/6/2019 12:54 PM
91	media and citizen inquiries	3/6/2019 12:22 PM
92	difficult ethical concerns	3/6/2019 11:28 AM
93	customer service	3/6/2019 11:07 AM
94	Culturally diverse populations and community	3/6/2019 11:01 AM
95	complainers (not doers)	3/6/2019 10:25 AM
96	competing interests	3/6/2019 9:04 AM
97	Fiscal understanding of all departments and the how city interacts with the major employers.	3/6/2019 9:03 AM
98	conflicting community priorities	3/6/2019 8:11 AM
99	Clarification of the statement needed	3/6/2019 6:12 AM
100	pressures from varying internal people. In other words, don't cave in on an idea because city personnel don't want change. Do the best for the community.	3/5/2019 10:35 PM
101	Problems within the city of Columbia and find resolutions as quickly as possible	3/5/2019 7:23 PM
102	Diversity, not just racial but poverty	3/5/2019 6:37 PM
103	Budgets	3/5/2019 3:51 PM
104	public opinion	3/5/2019 3:35 PM
105	vocal and conflicting interest groups	3/5/2019 1:36 PM
106	ideas outside of his/her comfort zone	3/5/2019 1:32 PM
107	public challenges to authority	3/5/2019 11:34 AM
108	communication of diverse ideas with different groups to come to a decision best for the community as a whole and not for one group	3/5/2019 11:26 AM
109	Including citizen input into decision making	3/5/2019 11:12 AM

110	Race	3/5/2019 10:52 AM
111	not just a people pleaser but someone who really takes charge and gets things done no matter if people are happy or not.	3/5/2019 10:41 AM
112	work with media and non for profits	3/5/2019 10:38 AM
113	all departments in the city	3/5/2019 10:37 AM
114	Race	3/5/2019 10:34 AM
115	University	3/5/2019 10:17 AM
116	Resistance to new ideas	3/5/2019 9:56 AM
117	Honesty. Not John Glascock!	3/5/2019 9:32 AM
118	all populations in the community	3/5/2019 8:47 AM
119	Complex ethical questions	3/5/2019 7:45 AM
120	Talking with citizens	3/5/2019 6:49 AM
121	Helping city employees feel valued and respected	3/5/2019 6:11 AM
122	saying 'no' to the development community and related communities of entitlement	3/5/2019 5:05 AM
123	a spreadsheet	3/4/2019 7:25 PM
124	Working with the city council	3/4/2019 6:58 PM
125	swift decision making	3/4/2019 1:40 PM
126	INTEGRITY	3/4/2019 12:03 PM
127	social adversity	3/4/2019 8:41 AM
128	politics	3/4/2019 8:17 AM
129	True engagement with all stakeholders	3/4/2019 8:04 AM
130	budget, not spending money on buildings that are not needed, like extra police stations	3/4/2019 5:15 AM
131	Public relations with integrity	3/3/2019 7:59 PM
132	finances	3/3/2019 5:51 PM
133	both business and internal city needs including infrastructure	3/3/2019 3:47 PM
134	Tribalism	3/3/2019 3:19 PM
135	financial duties	3/3/2019 2:48 PM
136	The city council and the liberal agenda which will slowly cause the ongoing decay of basic services	3/3/2019 11:05 AM
137	conflicts	3/3/2019 10:56 AM
138	City council meetings	3/3/2019 10:37 AM
139	around and past special interests that constrain growth and development	3/3/2019 9:05 AM
140	vocal minority groups who don't necessarily voice the opinion of the greater community	3/3/2019 8:54 AM
141	Pressures to be overly or underlying politically correct	3/3/2019 8:27 AM
142	the relationship with the university	3/3/2019 8:22 AM
143	the financial management issues of Columbia	3/2/2019 11:02 PM
144	The new city manager should be able to easily navigate community politics in a professional, inclusive way as part of their duties. We don't want a city manager to arrive with an agenda already in place and try to remake Columbia in the image of some other city where they previously worked. Columbia has it's own character; let other cities follow the example of Columbia.	3/2/2019 5:40 PM
145	MU and other local colleges administrations	3/2/2019 12:59 PM
146	working with various stakeholders who sometimes are diametrically opposed,	3/2/2019 12:15 PM
147	connection to all citizens	3/1/2019 7:36 PM

148	entrenched cliches	3/1/2019 5:51 PM
149	the business community and local interest groups	3/1/2019 4:50 PM
150	the diverse points of view in dealing with a problem or issue	3/1/2019 1:18 PM
151	Stakeholder divergence	3/1/2019 12:59 PM
152	Differing political opinions	3/1/2019 9:55 AM
153	All ideas to better serve the whole city not just a select group.	3/1/2019 7:30 AM
154	The basic needs of the city.	3/1/2019 6:18 AM
155	Planning	3/1/2019 4:23 AM
156	financial assets to be realized and allocated into quantifiable results that are not bureaucratic and slow and efficiently and effectively utilized appropriately	3/1/2019 3:44 AM
157	Budget cuts	2/28/2019 10:25 PM
158	communicating effectively through the media	2/28/2019 10:11 PM
159	racial issues	2/28/2019 8:13 PM
160	Competing priorities	2/28/2019 7:19 PM
161	Politics	2/28/2019 6:23 PM
162	Managing the staff (something the last city mgr never did particularly well; they did not understand or particularly respect him)	2/28/2019 5:38 PM
163	the public services (fire department/ police department)	2/28/2019 5:02 PM
164	government redtape	2/28/2019 4:50 PM
165	Diverse neighborhoods	2/28/2019 3:14 PM
166	City department oversight	2/28/2019 2:21 PM
167	the monied interests who try to manipulate city government to their own benefit	2/28/2019 2:19 PM
168	community veiwpoints	2/28/2019 1:48 PM
169	all aspects of city government	2/28/2019 1:14 PM
170	divergent local political stakeholders	2/28/2019 12:59 PM
171	relations with the public and media	2/28/2019 12:28 PM
172	town hall meetings	2/28/2019 12:16 PM
173	cultures, Racism, and Diversity. The hiring system needs to be under watch.	2/28/2019 10:59 AM
174	financials	2/28/2019 9:28 AM
175	confrontation	2/28/2019 8:42 AM
176	politics	2/28/2019 8:37 AM
177	social justice, equity and diversity issues	2/28/2019 8:37 AM
178	progressive ideas	2/28/2019 8:34 AM
179	Key resources in every sector Delegation or consultation of crucial tasks to knowledgeable qualified people of integrity	2/27/2019 11:57 PM
180	BUDGETING	2/27/2019 11:49 PM
181	conflicting views of the same topic	2/27/2019 11:02 PM
182	messaging from all citizens of Columbia	2/27/2019 3:47 PM
183	the needs of the people	2/27/2019 3:27 PM
184	Social justice	2/27/2019 3:24 PM
185	their roles, responsibilities and powers	2/27/2019 2:42 PM
186	finances	2/27/2019 2:16 PM

187	public	2/27/2019 1:49 PM
188	the city council	2/27/2019 12:56 PM
189	working effectively with many groups	2/27/2019 11:41 AM
190	building relationships; relationships within the community and with leaders in education, research, technology, manufacturing in order to bring new services and employment to our area.	2/27/2019 11:38 AM
191	multiple groups--black, white, rich, poor, homeless, et al. Finances--should understand where money comes from and where it goes and how to track it.	2/27/2019 11:11 AM
192	Multiple cultural and economic contexts in Columbia	2/27/2019 11:08 AM
193	working with the University	2/27/2019 11:02 AM
194	the city context and current issues	2/27/2019 10:43 AM
195	divisive issues	2/27/2019 10:36 AM
196	discussions of economic disparities	2/27/2019 10:29 AM
197	a good relationship with law enforcement	2/27/2019 10:25 AM
198	higher education	2/27/2019 10:18 AM
199	Listening to the concerns of our community and actually taking initiative on alleviating those concerns	2/27/2019 10:16 AM
200	public relations	2/27/2019 10:05 AM
201	Polarity Management	2/27/2019 6:49 AM
202	Tensions between citizens and police	2/27/2019 3:01 AM
203	a budget	2/26/2019 6:16 PM
204	financial data	2/26/2019 3:20 PM
205	racial bias	2/26/2019 2:21 PM
206	competing priorities and interests	2/26/2019 10:16 AM
207	the many departments of the city. The police department should not take up all the time and energy of the city manager.	2/25/2019 7:26 PM
208	Corruption	2/25/2019 6:02 PM
209	difficult discussions- they must be able to hear from citizens and advocates and actively listen and be open to new ideas and challenges.	2/25/2019 4:25 PM
210	city regulations and competing interests	2/25/2019 4:08 PM
211	FINANCIAL MANAGEMENT.	2/25/2019 11:55 AM
212	concern and care for the community and employees	2/25/2019 11:13 AM
213	negotiations	2/25/2019 10:45 AM
214	Employee Compensation packages	2/25/2019 9:20 AM
215	Funding and executing construction projects and CIP plans	2/25/2019 8:37 AM
216	finances and different groups on our community	2/25/2019 7:41 AM
217	Conversations about The Poor	2/25/2019 4:56 AM
218	Engagement with community leaders and entities of all kinds - business, non-profit, Council, employees, educational entities, fiscal managers.	2/24/2019 11:37 AM
219	Having hard conversations but doing what's best for the good of the city	2/24/2019 10:20 AM
220	Diverse opinions and policy proposals regarding city services (utilities, waste disposal, infrastructure)	2/24/2019 9:05 AM
221	And understand	2/24/2019 6:33 AM
222	Diversity	2/24/2019 5:20 AM

223	communication	2/23/2019 11:35 PM
224	competing interests	2/23/2019 6:56 PM
225	Transparency	2/23/2019 6:45 PM
226	the many issues facing Columbia	2/23/2019 6:16 PM
227	arbitration	2/23/2019 5:23 PM
228	within communities of color	2/23/2019 3:57 PM
229	media relations	2/23/2019 3:16 PM
230	public data	2/23/2019 2:49 PM
231	Progressive business support, retention and development Be more pro business encourage people to provide goods and services	2/23/2019 2:24 PM
232	the tensions between the academic and business communities	2/23/2019 2:13 PM
233	interpersonal challenges with various audiences	2/23/2019 1:49 PM
234	Complex communication needs and legal boundaries	2/23/2019 11:33 AM
235	developing new financial streams	2/23/2019 9:20 AM
236	Balancing business with public good	2/23/2019 7:41 AM
237	?	2/22/2019 7:07 PM
238	and reject pressure from special interest groups and instead deliver the most good for the most number of people	2/22/2019 6:32 PM
239	Around the many community activists and their organizations	2/22/2019 3:36 PM
240	the gap between expectations and sustainable operations	2/22/2019 3:31 PM
241	economic development and tax funding landscapes	2/22/2019 3:11 PM
242	multiple citizen viewpoints	2/22/2019 2:09 PM
243	conflict	2/22/2019 1:47 PM
244	the city council	2/22/2019 1:37 PM
245	politics	2/22/2019 12:56 PM
246	financial responsibility	2/22/2019 12:08 PM
247	dealing with the press	2/22/2019 9:59 AM
248	Media	2/22/2019 9:03 AM
249	Bureaucracy	2/22/2019 8:57 AM
250	educating the Council on the "whys" of professional City staff recommendations	2/22/2019 8:36 AM
251	Idiots	2/22/2019 6:48 AM
252	Employee raises!	2/22/2019 6:22 AM
253	Media bias	2/21/2019 11:53 PM
254	Current city ordinances/policy	2/21/2019 10:27 PM
255	interactions/understanding/consideration/accommodation of all types of citizens (e.g., students to retirees, all inclusive)	2/21/2019 7:18 PM
256	Financial records	2/21/2019 7:07 PM
257	Management and leadership	2/21/2019 6:30 PM
258	Political pressure	2/21/2019 6:19 PM
259	communication with the city council	2/21/2019 5:28 PM
260	controversary	2/21/2019 5:09 PM
261	public safety and the knowledge of the loose ends we currently have.	2/21/2019 4:31 PM

262	other city departments	2/21/2019 4:30 PM
263	Community policing.	2/21/2019 4:22 PM
264	management of leadership staff	2/21/2019 3:50 PM
265	constituents from all socio -economic backgrounds	2/21/2019 3:43 PM
266	Keep Glasscock!	2/21/2019 3:37 PM
267	various interest groups	2/21/2019 3:22 PM
268	and weigh all options given before trying to institute changes that affect large segments of the population	2/21/2019 3:21 PM
269	political "silos"	2/21/2019 3:10 PM
270	Financial Statements, Grant proposals, legal system	2/21/2019 3:06 PM
271	The City Council and local politics	2/21/2019 2:55 PM
272	No answer	2/21/2019 2:53 PM
273	state and local politics	2/21/2019 2:35 PM
274	infrastructure and public works challenges	2/21/2019 2:34 PM
275	bureaucracy	2/21/2019 2:27 PM
276	finances and accounting	2/21/2019 2:13 PM
277	Rogue Council members	2/21/2019 1:59 PM
278	conflict	2/21/2019 1:55 PM
279	Finance, Infrastructure issues, Law, Departmental responsibilities	2/21/2019 1:50 PM
280	Useful zoning and city planning practices, not encouraging more single story strip mall development	2/21/2019 11:50 AM
281	people	2/21/2019 11:45 AM
282	public finance and budgeting	2/21/2019 10:59 AM
283	well rounded budget that thinks about the future of the city	2/21/2019 10:56 AM
284	The unrealistic demands of the liberals and their childlike view of a Utopian city. Bills need to be paid, industry needs to be cultivated, drugs can't be coddled. I wish we could all just get along, but we can't right now. The liberals need to understand that law enforcement is step one to getting back on the Top Cities to Live In list again.	2/21/2019 10:41 AM
285	Diversity	2/21/2019 9:43 AM
286	Social Media	2/21/2019 8:57 AM
287	city ordinances	2/21/2019 8:56 AM
288	fiscal policy and financial responsibility	2/21/2019 8:44 AM
289	a diverse cross-section of our community	2/21/2019 8:33 AM
290	Through budgets, proposals, visitors, and employee duties.	2/21/2019 8:17 AM
291	a dysfunctional city council	2/21/2019 8:13 AM
292	the different political factions and not cave to any particular one	2/21/2019 8:00 AM
293	other city departments, County and MU	2/21/2019 7:49 AM
294	I think that a new city manager should be able to easily be able to communicate with the public, stakeholders and the media.	2/21/2019 7:24 AM
295	identifying, attracting, and earning federal grants	2/21/2019 7:08 AM
296	News Media	2/21/2019 7:00 AM
297	All aspects of their community	2/21/2019 6:46 AM
298	the media	2/21/2019 6:44 AM



299	Economic development and improvement of city infrastructure - while at the same time prioritizing public safety and being committed To the challenges of serving the interests of all citizens and not just those who are the most vocal	2/21/2019 6:32 AM
300	don't know about easily but must be able to navigate crisis, reconcile diverse points of view	2/21/2019 6:11 AM
301	economic development	2/21/2019 6:04 AM
302	Divisive demands	2/21/2019 5:29 AM
303	Multitasking	2/21/2019 5:06 AM
304	Finances	2/20/2019 9:33 PM
305	race relations and politics	2/20/2019 9:15 PM
306	BS	2/20/2019 9:13 PM
307	Keep Glasscock	2/20/2019 8:34 PM
308	the media	2/20/2019 8:32 PM
309	Opinions from everywhere!	2/20/2019 6:35 PM
310	varying department leaders	2/20/2019 6:26 PM
311	conflict	2/20/2019 5:48 PM
312	Leadership	2/20/2019 4:38 PM
313	budgets and how to spend money properly	2/20/2019 4:03 PM
314	politics	2/20/2019 3:39 PM
315	Bad question: the word "easily" should not be in there, none of this is easy, but ... city/county politics	2/20/2019 3:34 PM
316	Financials	2/20/2019 3:32 PM
317	media/public	2/20/2019 3:21 PM
318	Math skills	2/20/2019 3:18 PM
319	Differing opinions	2/20/2019 2:19 PM
320	Public speaking on city financial status etc..	2/20/2019 2:18 PM
321	the diverse politics of Columbia, MU and Boone County	2/20/2019 2:16 PM
322	special interest/activist groups and the media	2/20/2019 2:11 PM
323	the various unit/departments	2/20/2019 2:09 PM
324	government bureacracies	2/20/2019 2:00 PM
325	saying no to the city council	2/20/2019 1:54 PM
326	new technology and fiscal understanding	2/20/2019 1:45 PM
327	multi-sector collaboration	2/20/2019 1:38 PM
328	The city council.	2/20/2019 1:24 PM
329	accountability in all departments	2/20/2019 1:20 PM
330	Earning the public trust	2/20/2019 1:19 PM
331	The challenges of a diverse community	2/20/2019 1:10 PM
332	public administration	2/20/2019 1:07 PM
333	financial management	2/20/2019 1:02 PM
334	Honesty	2/20/2019 12:53 PM
335	The finances necessary to run the city as it should.	2/20/2019 12:47 PM
336	expectations	2/20/2019 12:44 PM
337	The needs of his/her departments and the needs of the community	2/20/2019 12:43 PM



338	city politics and the city's communication channels	2/20/2019 12:34 PM
339	cultural relevance	2/20/2019 12:29 PM
340	the budget	2/20/2019 12:24 PM
341	Seeing the PC culture in our government for the travesty it is and not let the special activist "communities" speak for all as they don't represent everyone and merely want to denigrate those outside their special "community" especially against out police.	2/20/2019 12:21 PM
342	multiple constituencies. The people in power want a variety of things, often those things leave out the vast majority of people in town.	2/20/2019 12:17 PM
343	the press and social media	2/20/2019 11:54 AM
344	Navigate? Poor choice of words. Words have meaning - or at least they used to. Navigate means: Plan and direct the route or course of a ship, aircraft, or other form of transportation, especially by using instruments or maps. With this poorly worded question in mind, I think it is important that the City Manager can easily (and legally) navigate the streets of the City of Columbia as part of their duties. Navigation experience on the many City hiking and biking trails would be a real bonus!	2/20/2019 11:52 AM
345	finances	2/20/2019 11:41 AM
346	Fake racial issues	2/20/2019 11:40 AM
347	Political nonsense	2/20/2019 11:39 AM
348	The various wants and needs of the entire community. Have a good sense of the essential services of City government and what is in the best interests of the majority of the community.	2/20/2019 11:35 AM
349	essential stake holders in the community	2/20/2019 11:35 AM
350	consensus building	2/20/2019 11:33 AM
351	state regulation	2/20/2019 11:27 AM
352	a city with diverse needs and an ever growing land boundary	2/20/2019 11:26 AM
353	media separation of the CM and the city council	2/20/2019 11:21 AM
354	working WITH the Mayor and Council	2/20/2019 11:14 AM
355	genuine community interaction from myriad perspectives and balance this with required operational outcomes. (transmission line, Roll Cart, use tax.)	2/20/2019 11:13 AM
356	media relations	2/20/2019 11:12 AM
357	common financial questions	2/20/2019 11:08 AM
358	the public	2/20/2019 11:08 AM
359	finances/budgeting	2/20/2019 11:00 AM
360	Various communities	2/20/2019 11:00 AM
361	between various and greatly diverse special interest groups that seek public policies and city involvement that benefit their cause(s)	2/20/2019 10:57 AM
362	Communication with everyone	2/20/2019 10:57 AM
363	Fact-based planning and decision-making	2/20/2019 10:56 AM
364	the challenges of keeping a great workforce	2/20/2019 10:56 AM
365	communication with all stakeholders, including city employees	2/20/2019 10:55 AM
366	CREATIVITY	2/20/2019 10:51 AM
367	All departments	2/20/2019 10:51 AM
368	criticism	2/20/2019 10:51 AM
369	Economics	2/20/2019 10:46 AM
370	ethical issues	2/20/2019 10:45 AM
371	Transparency	2/20/2019 10:45 AM

372	Budget. Cut what needs to be cut and save or increase wages with the cuts of wasteful spending.	2/20/2019 10:44 AM
373	budgets	2/20/2019 10:44 AM
374	Criticism and second-guessing. Columbia has very engaged citizens and press. In many communities, City Managers are able to direct policy with very little public oversight. Columbia IS NOT that City.	2/20/2019 10:43 AM
375	media	2/20/2019 10:40 AM
376	public relations	2/20/2019 10:40 AM
377	Political discourse	2/20/2019 10:39 AM
378	our budget	2/20/2019 10:37 AM
379	The roles of every position within his office that they oversee.	2/20/2019 10:37 AM
380	multiple sensitive issues with class.	2/20/2019 10:35 AM
381	complex political environment	2/20/2019 10:34 AM
382	dealing with diverse population	2/20/2019 10:34 AM
383	Public Relations	2/20/2019 10:34 AM
384	communication across all departments	2/20/2019 10:34 AM
385	how to work with City Council	2/20/2019 10:30 AM
386	transparency and openness	2/20/2019 10:29 AM
387	Departments	2/20/2019 10:27 AM
388	finances	2/20/2019 10:26 AM
389	groups with polar opposite views on the same issue(s)	2/20/2019 10:26 AM
390	politics of City Counsel	2/20/2019 10:25 AM
391	interpreting budget challenges to staff and the community	2/20/2019 10:23 AM
392	bipartisanship	2/20/2019 10:19 AM
393	government regulations	2/20/2019 10:13 AM
394	media	2/20/2019 10:11 AM
395	transparency, openness	2/20/2019 10:11 AM
396	the whims of the City Council	2/20/2019 10:10 AM
397	annual budgeting	2/20/2019 10:10 AM

## Q5 It is important for the new city manager to understand \_\_\_\_\_ about Columbia.

Answered: 396 Skipped: 96

#	RESPONSES	DATE
1	the older population's needs (not just the student's)	3/18/2019 10:04 AM
2	diversity of race, diversity in economic statuses and professions	3/16/2019 5:10 PM
3	Racial inequality	3/16/2019 1:06 PM
4	the history	3/15/2019 2:57 PM
5	little	3/15/2019 1:18 PM
6	That there are points of view of citizens in Columbia that are much more conservative than the City Council or some of the more vocal Columbians.	3/15/2019 10:03 AM
7	Issues of Growth/Annexation	3/15/2019 8:52 AM
8	past failures	3/15/2019 8:29 AM
9	Homicide rates/crime	3/15/2019 4:45 AM
10	the lack of trust (in prior leadership)	3/15/2019 2:01 AM
11	undercurrents of frustrations with inequities and political arrogance that will eventually boil up into major problems if not squelched	3/14/2019 4:52 PM
12	Is still a close knit community	3/14/2019 4:27 PM
13	COMO is a small city, not a backwater town that it was 40 years ago. Along with this comes needs and headaches of a small city	3/14/2019 4:22 PM
14	key values. Columbia has a strong health care system, strong public education, first-class parks and trails, and an economic base growing from the University, insurance, technology, arts and entrepreneurship.	3/14/2019 1:28 PM
15	The citizens love our city and we need someone with the voice that loves it just as much or even more than we do.	3/14/2019 12:09 PM
16	people	3/14/2019 11:53 AM
17	alot	3/14/2019 10:22 AM
18	That we have a big, under dealt with homelessness problem	3/14/2019 9:23 AM
19	It's culture	3/14/2019 6:24 AM
20	diversity	3/14/2019 6:16 AM
21	the diversity of the town is closely related to the diversity of the university. the manager must have the ability to understand this diversity.	3/14/2019 5:50 AM
22	That Columbia is--or should be--a progressive university city that treats ALL citizens the same.	3/14/2019 12:29 AM
23	the history and background of Columbians and improve	3/13/2019 4:54 PM
24	a lot	3/13/2019 4:13 PM
25	the conservativeness towards projects and their effects (particularly on trees), while having a high expectation for fixing infrastructure.	3/13/2019 11:51 AM
26	The wide diversity of people, including by age group as well as all the other "diversity" markers	3/13/2019 11:26 AM
27	the importance of hiring and retaining qualified staff	3/13/2019 11:14 AM
28	the college town effects	3/13/2019 11:00 AM
29	Things done in the past are not necessarily what was best for the city.	3/13/2019 10:10 AM

30	Almost everything. That is why the new city manager should come from Columbia.	3/13/2019 10:03 AM
31	There is an ongoing identity crisis/battle for the hearts and minds in this city between voices on the far left who want everything perfect right now, regardless of time and cost, because government must solve all problems at all times, and the far right who want everything perfect right now, regardless of time and cost, because they "pay taxes" that should cover whatever they personally want or need...but most citizens are somewhere in the reasonable middle who are looking for reasonable leaders making reasonable decisions based on communitywide wants/needs and implementing reasonable plans to address solvable problems.	3/13/2019 9:55 AM
32	diverse populations and conditions	3/13/2019 8:54 AM
33	Cooperation between city, county and university.	3/13/2019 8:49 AM
34	the city is not as liberal and progressive as it was twenty years ago	3/13/2019 8:32 AM
35	citizens are very willing to vote for levies and bonds when the argument is made clearly and the plan is solid. Columbia Public Schools has demonstrated this multiple times. The public here is engaged and we are clearly okay with paying higher taxes to keep our community strong and unique. You have to be strong enough to make the case and ensure the plan is well thought out from every angle.	3/13/2019 8:23 AM
36	the unique and diverse population and thought in Columbia	3/13/2019 8:14 AM
37	Competitive pay is critical	3/13/2019 8:12 AM
38	Population size, versus lack of adequate number of current City Employees	3/13/2019 8:08 AM
39	the diversity	3/13/2019 8:06 AM
40	Broad diversity	3/12/2019 1:49 PM
41	Changing population over the school year	3/12/2019 12:52 PM
42	the continuing effects and existence of racism	3/12/2019 9:43 AM
43	the opposing pulls of development vs. honoring the environment and history	3/12/2019 7:56 AM
44	and have a diverse base of knowledge and experience . Columbia's new city manager will oversee multiple civil service departments – everything from public works to policing strategies and zoning ordinances. While at the same time they must understand the nuances of a "College Town" in a midsized working class city. Columbia is a mostly Democratic run/elected city, with Progressive university students, and a strong Republican working class. The new city manager in order to succeed MUST understand that aspect of Columbia and equally balance the competing needs of those three group. The new city manager be aware of and understand this distinction	3/12/2019 7:27 AM
45	there is no single characteristic that defines Columbia	3/12/2019 7:23 AM
46	historic inequity and the strengths of groups working to combat historic inequity	3/11/2019 3:23 PM
47	What the silent majority thinks	3/11/2019 3:07 PM
48	Mass transit options	3/11/2019 1:51 PM
49	the on going issues	3/11/2019 9:55 AM
50	the past 3 decades of poor city management	3/11/2019 9:39 AM
51	the financials	3/11/2019 9:27 AM
52	how to balance economic growth with the need to shore up aging infrastructure and meet the community's most essential needs -- in other words, no huge parking garages that are barely used; more careful planning downtown instead of throwing up student apartments that are unsightly and strain the water, sewage and parking situations; fostering companies that pay a living wage and contribute to the overall community.	3/11/2019 8:14 AM
53	excessive government	3/11/2019 8:02 AM
54	university/city relationship	3/11/2019 7:52 AM
55	a vision for the future	3/11/2019 7:42 AM
56	smart growth	3/11/2019 7:41 AM
57	the demographics and varied interest levels	3/11/2019 7:19 AM

58	permanent residents	3/11/2019 6:53 AM
59	The history	3/11/2019 6:08 AM
60	That growth is both a blessing and a curse. She must develop a plan to deal with it, and to stand firm against those who would profit from growth at the expense of the community at large.	3/10/2019 9:07 PM
61	community engagement	3/10/2019 8:51 PM
62	citizen information, education, input is essential- as is transparency	3/10/2019 7:23 PM
63	history	3/10/2019 6:37 PM
64	What makes Columbia a wonderful place to live and what enhancements could make it better	3/10/2019 5:58 PM
65	citizen engagement	3/10/2019 2:53 PM
66	Columbia is a politically progressive community with higher average education levels than many cities and it is becoming ever more urban.	3/10/2019 2:01 PM
67	water quality issues	3/10/2019 10:29 AM
68	how divided and contentious the political climate is	3/10/2019 9:59 AM
69	the history and its moral impact	3/10/2019 9:17 AM
70	How the city and county governments interact.	3/9/2019 5:31 PM
71	The inequality and barriers to equality	3/9/2019 6:16 AM
72	Diversity	3/8/2019 5:14 PM
73	the people should be heard, but to keep in mind how people's personal agendas drive their demands	3/8/2019 4:03 PM
74	the traditions, values and culture	3/8/2019 9:02 AM
75	That we claim to be a progressive community that is focused on equity, diversity, climate change, walkability and public Transportation but we're really NOT.	3/8/2019 7:54 AM
76	The importance and contribution of the minority community	3/8/2019 5:30 AM
77	The climate	3/7/2019 8:19 PM
78	There are a lot of special interests and vocal minority on a variety of issues, but at the end of the day, Columbia wants integrity and leadership.	3/7/2019 7:02 PM
79	the progressive and inclusive nature of Columbia and the importance of programs encouraging the arts	3/7/2019 3:29 PM
80	that the majority of citizens care deeply	3/7/2019 12:09 PM
81	the string divide between those who want development at any cost and those who want to build a sustainable and resilient community for the future	3/7/2019 9:28 AM
82	the high level of citizen engagement in city processes and community activities. Columbians really care about their city.	3/7/2019 7:41 AM
83	The community needs and continue to allow Public Service to do their jobs in assisting the community like John Glasscock has done.	3/6/2019 8:18 PM
84	The horrible years and the reputation of the city that was lost under Matthes	3/6/2019 7:24 PM
85	the corrupt "old boys" network of cronyism	3/6/2019 7:18 PM
86	the law enforcement arm of Columbia and the need for more police personnel	3/6/2019 6:17 PM
87	Diversity	3/6/2019 5:08 PM
88	perhaps not understand but be able to maintain and improve the livability ratings we receive from national rating organizations	3/6/2019 3:14 PM
89	economic and social disparities	3/6/2019 3:12 PM
90	the value residents place in standard of living - defined as inclusiveness, access to cultural and community amenities - and the strong economic vitality that comes with that standard of living	3/6/2019 2:46 PM
91	our history	3/6/2019 1:48 PM

92	there's a whole segment of people being left behind	3/6/2019 1:05 PM
93	the economic workflow	3/6/2019 12:54 PM
94	the media and Columbia citizens pay attention to what is going on regarding city operations	3/6/2019 12:22 PM
95	historic racial inequities importance of healthy natural resources	3/6/2019 12:01 PM
96	all unique communities (not just economic development that is student focused or downtown businesses)	3/6/2019 11:28 AM
97	diversity	3/6/2019 11:07 AM
98	Disparity of economic opportunity	3/6/2019 11:01 AM
99	a shrinking community and how to draw in development	3/6/2019 10:25 AM
100	the unique qualities of a university community and a health and insurance center	3/6/2019 9:04 AM
101	Infrastructure and economical development is more important than adding parks.	3/6/2019 9:03 AM
102	that the population is heavily educated and in-tune with how other cities operate	3/6/2019 8:11 AM
103	Existing internal problems and challenges of City employees	3/6/2019 6:12 AM
104	the history of different neighborhoods	3/5/2019 10:35 PM
105	What needs to be improved	3/5/2019 7:23 PM
106	we are unique and have a lot to offer. Value the employees	3/5/2019 6:37 PM
107	The History of Columbia	3/5/2019 3:51 PM
108	real reasons for crime in and	3/5/2019 3:35 PM
109	This is a college town but it should be kept in mind that the current situation of massive student loans, high numbers of students, and high tuition costs may or may not be sustainable in the longer term. The more diversified the local economy, the better.	3/5/2019 1:36 PM
110	the importance to the people of Columbia, perhaps especially around the city center and University areas of maintaining the quality of life in their neighborhoods.	3/5/2019 1:32 PM
111	the importance of policing within our community and the need for more than simply "community policing" but also law enforcement	3/5/2019 11:26 AM
112	The public is watching you and will fight for what they believe in	3/5/2019 11:12 AM
113	The wide gap between haves and have nots, and the ongoing racial disparities	3/5/2019 10:52 AM
114	Columbia is a small town that has experienced lots of growth. We need to focus on our infrastructure before we focus on more growth.	3/5/2019 10:41 AM
115	internationality, openness and diversity	3/5/2019 10:38 AM
116	that our police department is a mess. they need to understand that serve & protect is not profiling. Better relationship with the community. Quit complaining about their job. If they are unhappy then quit and go elsewhere.	3/5/2019 10:37 AM
117	The huge, historical and continuing gap between economically secure and insecure people	3/5/2019 10:34 AM
118	Diversity	3/5/2019 10:17 AM
119	relationship between social investment and quality of life for all citizens	3/5/2019 9:56 AM
120	Honesty. Not John Glascock!	3/5/2019 9:32 AM
121	the fragmented racial past and systemic impoverishment of communities of color, including their removal from Sharp End	3/5/2019 8:47 AM
122	Racial and economic divide	3/5/2019 7:45 AM
123	The potential leadership role the city has to create a just, environmentally friendly society	3/5/2019 6:49 AM
124	The diversity of viewpoint and the issues in dealing with aging downtown and surrounding neighborhood infrastructure	3/5/2019 6:11 AM
125	both the history and contemporary state of pervasive, insidious structural racism and classicism.	3/5/2019 5:05 AM

126	the long-standing racial disparities	3/4/2019 7:25 PM
127	The good ole boy network, power of developers	3/4/2019 6:58 PM
128	waste management	3/4/2019 1:40 PM
129	GROWTH	3/4/2019 12:03 PM
130	neighborhood advocacy and political influence	3/4/2019 8:41 AM
131	that the vocal minority does not speak for the majority of the city	3/4/2019 8:17 AM
132	The unique dynamics in Columbia (with such a diverse population, both ethnically and students v. "Townies") and knowing the city benefits most from someone able to get all those elements working together for the benefit of the whole city	3/4/2019 8:04 AM
133	limited resources	3/4/2019 5:15 AM
134	the challenges that drug & alcohol addictions have brought into the community, neighborhoods, businesses, & schools. (I am a recovering alcoholic and feel that I understand some of the issues on both sides of the challenge. I have compassion for those trapped in addiction AND concern for the dangers inflicted upon our community because of it.)	3/3/2019 7:59 PM
135	silent majority want local government to focus on essential needs of government like good streets, safe community rather than waste money on arts, project zero, parks, climate projects	3/3/2019 7:16 PM
136	diverse population	3/3/2019 5:51 PM
137	Columbia's internal relations as well as working with the County (as a team) and even surrounding cities	3/3/2019 3:47 PM
138	Race Matters Freind is about throwing grenades, being divisive, not solving problems	3/3/2019 3:19 PM
139	racial divides	3/3/2019 2:48 PM
140	Although I know intentions are well, if we as a city continue to go with the anti-business agenda and not taking care of basic services (power, water, public safety) needs then the city with continue to be self destructive.	3/3/2019 11:05 AM
141	short-comings	3/3/2019 10:56 AM
142	Citizens are important leaders in many initiatives	3/3/2019 10:37 AM
143	Growth!	3/3/2019 9:05 AM
144	The culture of economic and racial disparities	3/3/2019 8:27 AM
145	the failure to address basic services and infrastructure	3/3/2019 8:22 AM
146	the lack of crime prevention	3/2/2019 11:02 PM
147	It's important for the new city manager to understand the various coalitions in Columbia and know that they don't represent the general population. Columbia's citizens have a deeper and more complex make-up than the coalitions would suggest.	3/2/2019 5:40 PM
148	it's history	3/2/2019 12:59 PM
149	and grasp historical perspective	3/2/2019 12:15 PM
150	long history of citizens distrust in law enforcement and city management	3/1/2019 7:36 PM
151	the balance between traditional, conservative perspectives and a yearning for an egalitarian future.	3/1/2019 5:51 PM
152	the history, both the good and the bad	3/1/2019 4:50 PM
153	aversion to taxes	3/1/2019 4:12 PM
154	Columbia's history and culture	3/1/2019 1:18 PM
155	Geographical diversity	3/1/2019 12:59 PM
156	How many different kinds of people there are	3/1/2019 9:55 AM
157	financial waste current administration/city council is accustom to.	3/1/2019 7:30 AM
158	The history	3/1/2019 4:23 AM



159	the true, inherent nature of this university-town: big-time state school with a small, homely, midwestern vibe of true liberalism (not the corny cliché people reference with no idea what the hell it means) in both thought and state of being (esp for Missouri)	3/1/2019 3:44 AM
160	Finances	2/28/2019 10:25 PM
161	diversity dynamics	2/28/2019 8:13 PM
162	The multiple citizen interest groups.	2/28/2019 7:53 PM
163	Dependence on MU students	2/28/2019 7:19 PM
164	The various populations (students, families, ethnicities/race, etc)	2/28/2019 6:23 PM
165	We are at a crossroads financially, but also culturally. We are increasingly a community of haves and have nots and the new city mgr must	2/28/2019 5:38 PM
166	The needs of a growing city that is independent from the university	2/28/2019 5:02 PM
167	everything	2/28/2019 4:50 PM
168	traveling	2/28/2019 2:21 PM
169	the divisions that plague this city	2/28/2019 2:19 PM
170	diversity	2/28/2019 1:48 PM
171	historical racism, police union issues, and discrimination represented in the policy stop data	2/28/2019 1:14 PM
172	historical racial disparity	2/28/2019 12:59 PM
173	the diverse makeup	2/28/2019 12:28 PM
174	the sense of community we share	2/28/2019 12:16 PM
175	Cultures and Tax. Not every year suggest increasing the tax for the community, instead of finding a solution to get the money from some other ideas.	2/28/2019 10:59 AM
176	the lack of transparency of our City Council and Mayor	2/28/2019 9:28 AM
177	that to grow, small town attitudes must be shed, while honoring traditions	2/28/2019 8:42 AM
178	politics	2/28/2019 8:37 AM
179	the uniqueness of a blue-collar and highly educated work force	2/28/2019 8:37 AM
180	City growth and make more proactive investments.	2/28/2019 8:34 AM
181	the history (as it relates to how expensive it has become to live in Columbia compared to the rest of the state) of Columbia	2/28/2019 8:28 AM
182	the REAL need to control the changing population and crime rates	2/28/2019 8:23 AM
183	We are still pretty addicted to cars. This can only get worse, quality of life-wise. Cherish mature trees, plant more trees less pavement needed.	2/27/2019 11:57 PM
184	that they do not hold all the answers	2/27/2019 11:02 PM
185	community policing as a priority	2/27/2019 3:47 PM
186	entrenched, out dated attitudes	2/27/2019 3:34 PM
187	the diversity and rich culture	2/27/2019 3:27 PM
188	Racial equity	2/27/2019 3:24 PM
189	difference between the "community perspective" and the "professional/technical" perspective	2/27/2019 2:42 PM
190	town-gown relationship	2/27/2019 2:16 PM
191	the active citizen participation	2/27/2019 1:49 PM
192	there is more to Columbia than just Mizzou	2/27/2019 1:45 PM
193	All of its citizens, including those that do not actively participate in public meetings.	2/27/2019 12:56 PM
194	the backwardness	2/27/2019 11:41 AM



195	the strengths and weaknesses; we have great things to offer our citizens (great healthcare, wonderful parks, abundance of secondary education venues, lively music and arts community) but also have weakness to be addressed (better policing, better youth programs, under-utilized public transportation system, uncontrolled downtown growth taxing the infrastructure).	2/27/2019 11:38 AM
196	growth, racist history, attempted dominance by real estate interests vs attempted dominance by left-wing interests	2/27/2019 11:11 AM
197	effects of segregation and inequity	2/27/2019 11:08 AM
198	The income inequality and population turnover	2/27/2019 11:02 AM
199	the inequity and segregation that occur in/	2/27/2019 10:43 AM
200	Gang activity & many different viewpoints of citizens	2/27/2019 10:36 AM
201	the history of racial relations	2/27/2019 10:29 AM
202	challenges	2/27/2019 10:25 AM
203	how important higher education is	2/27/2019 10:18 AM
204	the diversity and needs of ALL individuals (we need to better serve the homeless and impoverished areas in the community)	2/27/2019 10:16 AM
205	council micromanagement and media saturation	2/27/2019 10:05 AM
206	Our desire to become more skillful in issues related to inclusivity in its many forms	2/27/2019 6:49 AM
207	the importance of maintaining businesses, especially local businesses	2/26/2019 6:16 PM
208	we need stronger policing	2/26/2019 3:20 PM
209	opportunities for economic growth	2/26/2019 10:16 AM
210	some citizens think that they should have their say and their way with EVERY decision that is made by the city manager; some citizens are too involved	2/25/2019 7:26 PM
211	Infrastructure improvement	2/25/2019 6:02 PM
212	Change. Columbia has had many years of change. While previous Mayors and Managers focused on making Columbia the 'perfect college town', they often ignored the needs of long time citizens. There are projects that need to be focused on in our older neighborhoods, failing infrastructure, poor morale among utility and service workers. This new Manager will be walking into a position where a lot of animosity will be focused because of past missteps.	2/25/2019 4:25 PM
213	the cultural and economic history	2/25/2019 4:08 PM
214	It's important to connect with staff and citizens. He needs to understand, how many staff are living paycheck to paycheck.	2/25/2019 11:55 AM
215	Diversity	2/25/2019 11:13 AM
216	the need to search for underlying reasons in order resolve issues	2/25/2019 10:45 AM
217	a lot of residents feel entitled and expect the City government to provide for them. This is not limited to one group...	2/25/2019 9:20 AM
218	the wants outweigh the needs	2/25/2019 8:37 AM
219	the squeaky wheel gets the grease.	2/25/2019 8:04 AM
220	we are a weird jewel in the middle of the country. people come into Columbia thinking we are one thing and we are very much not. They need to KNOW Columbia to manage it. Be out, get out, LIVE in Columbia.	2/25/2019 7:41 AM
221	City Councilman Mike Trapp is solid for advice	2/25/2019 4:56 AM
222	Problems with employee engagement across the city. Surveys show this is a major problem.	2/24/2019 11:37 AM
223	the similarities and differences	2/24/2019 9:05 AM
224	The racial history	2/24/2019 8:44 AM
225	Culture	2/24/2019 6:33 AM
226	The fishbowl nature, the demanding nature	2/24/2019 5:20 AM

227	that the minority activist voice is just that - a minority voice; the silent majority is what counts	2/23/2019 11:35 PM
228	the complexities of growth and infrastructure challenges	2/23/2019 6:56 PM
229	Strong latent racial tension	2/23/2019 6:45 PM
230	the importance of recreation and parks	2/23/2019 6:16 PM
231	a lot	2/23/2019 5:23 PM
232	That we are a diverse community and it's one of the main things we Love about Columbia	2/23/2019 3:57 PM
233	how important the educational systems are	2/23/2019 3:16 PM
234	Geography	2/23/2019 2:49 PM
235	Columbia is a hotbed of liberal lunacy There are many idealists who are not as smart as they think they are	2/23/2019 2:24 PM
236	the history of oppression of the black community and it's contemporary ramifications.	2/23/2019 2:13 PM
237	the many different stakeholders	2/23/2019 1:49 PM
238	the progressive aspirations	2/23/2019 11:33 AM
239	that by taking care of employees, the employees will take care of the customers (citizens).	2/23/2019 9:20 AM
240	That all citizens are deserving of being heard, and not dismissed due to lack of financial status.	2/23/2019 7:41 AM
241	What the majority of the residents want.	2/22/2019 7:07 PM
242	calls for equality and social justice are wrong and government should only work to provide equal opportunity and not pick winners and losers in a vain attempt to have equal results	2/22/2019 6:32 PM
243	the rural/urban; racial; town/gown; and aspirations that different groups have	2/22/2019 3:31 PM
244	growth is vital for Columbia's success	2/22/2019 3:11 PM
245	the needs of a college town and balancing student/university needs with current resident needs	2/22/2019 2:09 PM
246	political structure	2/22/2019 1:37 PM
247	that there is more to Columbia than inside the city limits	2/22/2019 12:56 PM
248	needs and desires citizens have	2/22/2019 12:08 PM
249	the importance of MU	2/22/2019 9:59 AM
250	Everything	2/22/2019 9:03 AM
251	the population growth	2/22/2019 8:57 AM
252	the political nature (what are the hot topics, what historically upsets Columbians, what Columbians value)	2/22/2019 8:36 AM
253	the diversity, the unity, and the divisiveness	2/22/2019 8:22 AM
254	how self-centered the citizens are	2/22/2019 6:48 AM
255	Employee raises!	2/22/2019 6:22 AM
256	Much	2/21/2019 11:53 PM
257	Capacity for growth	2/21/2019 10:27 PM
258	that we are a diverse city with many opposing viewpoints	2/21/2019 7:18 PM
259	The history of the frustrations of the previous manager	2/21/2019 7:07 PM
260	All aspects	2/21/2019 6:30 PM
261	The real issues and not the politically motivated issues	2/21/2019 6:19 PM
262	Columbia's history	2/21/2019 5:28 PM
263	the diverse needs of the community	2/21/2019 5:09 PM
264	1. the collaborative and inclusive spirit and strong partnerships that exist between other institutions (MU, CPS, MACC, Boone County, the State, REDl, the Chamber). 2. The value of City staff	2/21/2019 4:31 PM

265	The city needs changes in public safety and this new path they are on is working out	2/21/2019 4:31 PM
266	special interest groups do not speak for the majority of residents	2/21/2019 4:30 PM
267	Everything. What kinda question is this?	2/21/2019 4:22 PM
268	tale fo two cities	2/21/2019 3:50 PM
269	Keep Glasscock	2/21/2019 3:37 PM
270	that there is a huge amount of racial disparity in income, jobs, housing and education	2/21/2019 3:21 PM
271	nuances	2/21/2019 3:10 PM
272	Our police force is depleted and morale is bad. Crime is high and no solutions have been found.	2/21/2019 3:06 PM
273	the commitment people have to Columbia	2/21/2019 2:55 PM
274	the liberalness	2/21/2019 2:53 PM
275	the history	2/21/2019 2:35 PM
276	the importance of the University of Missouri to the Columbia community	2/21/2019 2:34 PM
277	needs for infrastructure re-investment and sound re-development of economically depressed areas	2/21/2019 2:13 PM
278	core services	2/21/2019 1:59 PM
279	it will take a great deal of work to fully understand the dynamics of this wonderful community.	2/21/2019 1:55 PM
280	Diversity	2/21/2019 1:50 PM
281	That the city has gone way too far with capturing customers associated with the colleges	2/21/2019 11:50 AM
282	how the residents love the outdoors	2/21/2019 11:45 AM
283	the divide between liberal expectations and the reality of poverty	2/21/2019 10:59 AM
284	there are also conservatives in Columbia	2/21/2019 10:56 AM
285	How to budget money for real world needs. Better streets might mean we have to get by with fewer parks. I hate that but there is only so much money to go around. Lets work on some corporate sponsorship to maintain the parks!	2/21/2019 10:41 AM
286	That we are a little bit urban and a lot country and that's not always an easy mix.	2/21/2019 9:43 AM
287	Diversity	2/21/2019 8:57 AM
288	everything	2/21/2019 8:56 AM
289	economics and community issues with the City's handling of funds	2/21/2019 8:44 AM
290	the diversity beyond race	2/21/2019 8:33 AM
291	The ever growing and upgrading economy.	2/21/2019 8:17 AM
292	the roots of racial strife and be able to differentiate the "real" issues from those who seek to exploit/manufacture racial issues for their own personal gain	2/21/2019 8:13 AM
293	everything	2/21/2019 8:00 AM
294	Company town and Mizzou is that company	2/21/2019 7:49 AM
295	That Columbia is a community that is small but constantly growing, changing and expanding. We want it to continue to grow and expand but in way that would be beneficial to us for 5, 10, 15 years from now.	2/21/2019 7:24 AM
296	Columbia is a very youthful and vibrant community. People are eager to help our town grow in a responsible way, and to develop new ideas for supporting those in our community who struggle to meet their needs.	2/21/2019 7:08 AM
297	How often people move in and out of Columbia	2/21/2019 7:00 AM
298	History	2/21/2019 6:46 AM
299	everything	2/21/2019 6:44 AM
300	The entire community and not just those who are the most vocal.	2/21/2019 6:32 AM

301	I don't think any outsider can have the 'feel' of this city the way a local candidate would have. It is a mistake to always look outside for leadership.	2/21/2019 6:11 AM
302	demographics	2/21/2019 6:04 AM
303	And overcome the old boys network	2/21/2019 5:29 AM
304	The complicated but essential relationship to the university	2/21/2019 5:06 AM
305	That cops are not the bad guys	2/20/2019 9:33 PM
306	the power dynamics of the town and learn how to break the status quo	2/20/2019 9:15 PM
307	Millennials	2/20/2019 9:13 PM
308	Keep Glasscock	2/20/2019 8:34 PM
309	history - where the city came from to what it is today	2/20/2019 8:32 PM
310	Importance of quality of life & growth issues	2/20/2019 6:35 PM
311	deep rooted issued that have not been resolved about Columbia. For example, what happened to African American businesses.	2/20/2019 6:26 PM
312	historical issues between politicians and the public	2/20/2019 5:48 PM
313	That citizens are more interested in updating the infrastructure and streets than having more parks and trails	2/20/2019 4:38 PM
314	the ridiculous state of salary/pay stagnation and neglect	2/20/2019 4:03 PM
315	complex landscape	2/20/2019 3:39 PM
316	that the Columbia Police Department is so damaged as to need rebuilding from the ground up; that this is a community in which the well-off white citizens receive preferential treatment and always have	2/20/2019 3:34 PM
317	The need for public safety and firefighters	2/20/2019 3:32 PM
318	the economy and various factors related to it	2/20/2019 3:21 PM
319	History	2/20/2019 3:18 PM
320	The socioeconomic history of	2/20/2019 2:19 PM
321	The diversity	2/20/2019 2:18 PM
322	that the liberal outspoken agenda may not be the actual will of the people when making decisions	2/20/2019 2:16 PM
323	issues that routinely come up and what has been done in the past, for example public transit, employee pay/retention, community oriented policing	2/20/2019 2:11 PM
324	the culture	2/20/2019 2:09 PM
325	the people	2/20/2019 2:00 PM
326	financial demographics	2/20/2019 1:54 PM
327	that we are a mixture of what we have always done and wanting to be cutting edge, without spending money we don't have	2/20/2019 1:45 PM
328	the history and the vision for the future of Columbia	2/20/2019 1:38 PM
329	That the city is 10-20 years behind where it should be in infrastructure and public safety.	2/20/2019 1:24 PM
330	the history (i.e. black history, Sharp End, city planning, segregation, university built by slaves, and more)	2/20/2019 1:20 PM
331	The silent, conservative population that live in Columbia	2/20/2019 1:10 PM
332	downsides of growth	2/20/2019 1:07 PM
333	economic inequality	2/20/2019 1:02 PM
334	Its employees are citizens also	2/20/2019 12:53 PM

335	We are growing faster than we can keep up with the necessary infrastructure improvements. Crime is occurring a lot more frequently, roads are falling apart a lot quicker, and the sprawl of suburban life is popping up more rapidly than we know what to do with. Columbia is a great place to live, learn, raise a family, and you can achieve really any dream you want reasonably. We are hopeful, but we have been scorned and are now fearful of new management relationships.	2/20/2019 12:47 PM
336	the uniqueness	2/20/2019 12:44 PM
337	the history of slavery and historic institutional dispossession of people of color, and the current focus on refugees	2/20/2019 12:34 PM
338	the culture	2/20/2019 12:29 PM
339	The loud voices of a few are not the ideas or beliefs of all the community	2/20/2019 12:25 PM
340	the political climate	2/20/2019 12:24 PM
341	Calling the community a liberal town does not represent a large part of the community	2/20/2019 12:21 PM
342	We are struggling to grow into a small city. In many ways we still operate as a small town.	2/20/2019 12:17 PM
343	the dual identity as a university town with a transient population vs a hometown for the other residents.	2/20/2019 11:54 AM
344	The City Council is very anti-development and out of control	2/20/2019 11:52 AM
345	diversity	2/20/2019 11:41 AM
346	the real issues	2/20/2019 11:40 AM
347	The key services provided by the City that can't be easily handled elsewhere in the community and those that are best left to private or not-for-profit organizations within the community.	2/20/2019 11:35 AM
348	university community	2/20/2019 11:35 AM
349	possible overdependence on MU for the local economy	2/20/2019 11:27 AM
350	our old infrastructure systems	2/20/2019 11:26 AM
351	that a small group want to control everything council does	2/20/2019 11:21 AM
352	the structural and cultural (both internal and community) legacies from "small town Columbia" and the transition to "large town Columbia"	2/20/2019 11:13 AM
353	the very vocal minority does not represent all voices in Columbia but they often appear to have the most influence due to the way Council reacts to them	2/20/2019 11:12 AM
354	there are many views, not just the views presented at council meetings	2/20/2019 11:08 AM
355	the politics	2/20/2019 11:08 AM
356	An inclusive forward vision	2/20/2019 11:00 AM
357	that citizens have low confidence and trust in city officials due to recent history with Police Chief and City Mgr	2/20/2019 10:57 AM
358	problem solving, politics	2/20/2019 10:57 AM
359	Requests for comment and forums for planning and decision-making are nice, but can be endless, and have derailed good ideas here before. Sometimes, 2 years of stakeholder input leads to post opportunities instead of improvement 9r progress.	2/20/2019 10:56 AM
360	the importance of the trails	2/20/2019 10:56 AM
361	n/a	2/20/2019 10:55 AM
362	diversity	2/20/2019 10:54 AM
363	HISTORY as well as FUTURE	2/20/2019 10:51 AM
364	this is more than a University town	2/20/2019 10:51 AM
365	how screwed up the former city manager left things	2/20/2019 10:51 AM
366	complexity	2/20/2019 10:46 AM
367	This question is nonsensical.	2/20/2019 10:45 AM

368	the uniquely high number of reporters per capita	2/20/2019 10:45 AM
369	This is a small community not STL or KC	2/20/2019 10:44 AM
370	diversity	2/20/2019 10:44 AM
371	Columbia is a City on the brink of change. There is a tug-of-war between those that want to keep Columbia a small town and those that want to see it grow. Strong leadership will be necessary to ensure the best impulses of both of those camps are taken into consideration.	2/20/2019 10:43 AM
372	the many and varied groups	2/20/2019 10:40 AM
373	the diversity in community groups	2/20/2019 10:40 AM
374	The dynamic community	2/20/2019 10:39 AM
375	we have crime and race issues	2/20/2019 10:37 AM
376	That we are a little big town. We embrace big city philosophy without the resources or ability to maintain it.	2/20/2019 10:37 AM
377	We have a very diverse community. Economically, culturally, and based on age. We have both young working class progressives from other Cities and older working class conservatives from rural areas.	2/20/2019 10:35 AM
378	That often a vocal minority have the ability to influence Council and that presenting the best solutions for the community as a whole is important.	2/20/2019 10:34 AM
379	Columbia has long been run by monied interests. This monopoly on political access has led to pronounced disparities in economic, social, health, justice, and educational outcomes. "Balancing interests" in our community has always meant listen to the marginalized but do what the wealthy want in terms of policy.	2/20/2019 10:34 AM
380	GET OUT OF THE OFFICE	2/20/2019 10:34 AM
381	the cost of living compared to wages in Columbia	2/20/2019 10:34 AM
382	the diverse needs	2/20/2019 10:32 AM
383	??	2/20/2019 10:30 AM
384	the importance of merit based salary adjustments	2/20/2019 10:29 AM
385	Public safety and economic challenges facing	2/20/2019 10:27 AM
386	financial implications and development	2/20/2019 10:26 AM
387	the disparity in populations	2/20/2019 10:26 AM
388	that Mike Matthews did everything possible not to pay city employees a fair wage and the HR system needs to be completely and honestly reworked	2/20/2019 10:25 AM
389	that it is a J school town, with a new crop of students looking for a Pulitzer prize	2/20/2019 10:23 AM
390	we care	2/20/2019 10:19 AM
391	importance of education	2/20/2019 10:13 AM
392	town/gown relationship	2/20/2019 10:11 AM
393	the history, economic drivers	2/20/2019 10:11 AM
394	the disparity in wealth	2/20/2019 10:10 AM
395	the intense level of community engagement in public affairs	2/20/2019 10:10 AM
396	the dynamic between the city and MU	2/20/2019 10:05 AM

## Q6 The new city manager should not underestimate the importance of \_\_\_\_\_ to the community.

Answered: 421 Skipped: 71

#	RESPONSES	DATE
1	communicating	3/18/2019 10:04 AM
2	transparency	3/16/2019 5:10 PM
3	Locally owned businesses	3/16/2019 1:06 PM
4	diversity	3/15/2019 2:57 PM
5	diversity	3/15/2019 2:13 PM
6	a good road system	3/15/2019 1:18 PM
7	Local businesses and their success.	3/15/2019 10:03 AM
8	The needs and demands of Columbia's three legged stool that is the residential, the business, and the University communities ...	3/15/2019 8:52 AM
9	taxes	3/15/2019 8:29 AM
10	Efficient proactive policing	3/15/2019 4:45 AM
11	Police	3/15/2019 2:01 AM
12	Good streets without potholes	3/14/2019 8:55 PM
13	day-to-day frustrations of life (potholes, traffic, crime, etc.)	3/14/2019 4:52 PM
14	Feeling safe	3/14/2019 4:27 PM
15	Higher education	3/14/2019 4:22 PM
16	City planning and visioning exercises. The prior city manager had a habit of appointing Blue Ribbon commissions to study issues of importance to the community, placing those reports on the shelf, and then disregarding their recommendations when they came into conflict with his personal goals for the City. This was most visibly on display with the downtown development issues in 2013-2014, which were in direct conflict with the previous three public visioning exercises and priorities for our downtown.	3/14/2019 1:28 PM
17	Equality, inclusiveness, opportunity, local businesses, education for all and green living	3/14/2019 12:09 PM
18	Diversity	3/14/2019 11:58 AM
19	give importance to even small things	3/14/2019 11:53 AM
20	commitment	3/14/2019 10:22 AM
21	The non-white community	3/14/2019 9:23 AM
22	transparency	3/14/2019 6:24 AM
23	green space	3/14/2019 6:16 AM
24	working with minority communities	3/14/2019 5:50 AM
25	Race relations	3/14/2019 12:29 AM
26	those with disabilities and how they can contribute	3/13/2019 4:54 PM
27	communicating	3/13/2019 4:13 PM
28	moral	3/13/2019 11:51 AM
29	the older generation who have lived here all their lives, and not just the really rich ones.	3/13/2019 11:26 AM
30	City staff	3/13/2019 11:14 AM



31	income	3/13/2019 11:00 AM
32	The infrastructure	3/13/2019 10:10 AM
33	communication, sincere customer service, friendliness, and real, honest transparency, not the faux transparency that exists now despite Council directives. Transparency that is only available for sale if you have the money to pay for the information you want or which is lawyered to deny information you want because you didn't say it exactly the right way. City staff is paid for using tax money and if you really cared about transparency you would find the time to respond to reasonable requests for reasonable information not act like it's a burden to you to make a report or something. This makes you look like you are either lazy, don't organize your information well enough, or you have something to hide. The letter of the law should not always be your guiding commandment. Customer service should be.	3/13/2019 9:55 AM
34	diversity	3/13/2019 8:54 AM
35	equality	3/13/2019 8:49 AM
36	Relations with the University of MO and County of Boone	3/13/2019 8:32 AM
37	being a unique oasis in the middle of the state. Being a leader in various industries, offering strong public schools and higher education in multiple models, providing unique cultural experiences and high-quality parks and trails - these things matter to us and make Columbia the great place to live work learn play. Without them we are just another Jefferson City.	3/13/2019 8:23 AM
38	social conscience	3/13/2019 8:14 AM
39	employees	3/13/2019 8:12 AM
40	Diversity	3/13/2019 8:08 AM
41	city employees	3/13/2019 8:06 AM
42	cultural diversity	3/12/2019 2:46 PM
43	Democratic values	3/12/2019 1:49 PM
44	Poverty	3/12/2019 12:52 PM
45	public input	3/12/2019 9:43 AM
46	need for balanced growth	3/12/2019 7:56 AM
47	being a "Servant Leader" who understands both aspects of the term Servant Leader. Someone who can help guide the city through, growth, change, understand the PC nature of the city, and lead Columbia through new and exciting times... He/she must be a strong leader while at the same time being a servant	3/12/2019 7:27 AM
48	the University and college landscape	3/12/2019 7:23 AM
49	a good public transit system	3/11/2019 3:23 PM
50	Public safety	3/11/2019 3:07 PM
51	The university	3/11/2019 1:51 PM
52	openness and transparency	3/11/2019 9:55 AM
53	economic equality	3/11/2019 9:39 AM
54	our law enforcement officers	3/11/2019 9:27 AM
55	social justice	3/11/2019 8:14 AM
56	government overreach	3/11/2019 8:02 AM
57	Changing your statement a bit to read "The new city manager should not underestimate the involvement/influence various community groups have in/on government dealings/processes."	3/11/2019 7:52 AM
58	economics	3/11/2019 7:42 AM
59	considering not just current but also future residents in decision-making	3/11/2019 7:41 AM
60	tourism	3/11/2019 7:19 AM
61	an open downtown	3/11/2019 6:53 AM



62	Agriculture	3/11/2019 6:08 AM
63	public and private education	3/10/2019 8:51 PM
64	our emerging populism over the "old guys" making decisions behind closed doors	3/10/2019 7:23 PM
65	diversity	3/10/2019 6:37 PM
66	Pride of citizenship	3/10/2019 5:58 PM
67	quality of life	3/10/2019 2:53 PM
68	education	3/10/2019 2:01 PM
69	green space	3/10/2019 10:29 AM
70	police accountability	3/10/2019 9:59 AM
71	diversity	3/10/2019 9:17 AM
72	Cultural and economic diversity.	3/9/2019 5:31 PM
73	Small independent business	3/9/2019 6:16 AM
74	Trust	3/8/2019 5:14 PM
75	leadership	3/8/2019 4:03 PM
76	DIVERSITY	3/8/2019 9:02 AM
77	Of those who use their privilege to speak on behalf of the underserved in our community.	3/8/2019 7:54 AM
78	Green spaces and recreation	3/8/2019 5:30 AM
79	being future minded	3/7/2019 8:19 PM
80	Ability to be a logical, strategic, fair, balanced leader with integrity and genuine concern for all people in the City with a special emphasis on the staff that they manage.	3/7/2019 7:02 PM
81	fair dealings for all	3/7/2019 3:54 PM
82	Local parks and trails	3/7/2019 3:29 PM
83	Security, Safety & Recreational Options	3/7/2019 12:09 PM
84	honesty and integrity	3/7/2019 9:28 AM
85	Transparency and honesty of city processes and manager actions	3/7/2019 7:41 AM
86	Public Service	3/6/2019 8:18 PM
87	Caring about everyone in our community	3/6/2019 7:24 PM
88	transparent and responsible financial stewardship	3/6/2019 7:18 PM
89	Honesty and transparency	3/6/2019 6:17 PM
90	Minority communities	3/6/2019 5:08 PM
91	the key role our relatively few manufacturing firms play in the economic base	3/6/2019 3:14 PM
92	expectations for a full-service city government	3/6/2019 3:12 PM
93	progressive and open politics	3/6/2019 2:46 PM
94	transparency	3/6/2019 1:48 PM
95	inclusivity and transparency	3/6/2019 1:05 PM
96	public input	3/6/2019 12:54 PM
97	public safety	3/6/2019 12:22 PM
98	parks and trails, local business affordable infill housing	3/6/2019 12:01 PM
99	balance and inclusion	3/6/2019 11:28 AM
100	maintaining roads, including snow removal	3/6/2019 11:07 AM
101	affordable housing	3/6/2019 11:01 AM

102	the need to encourage people volunteer. Stop complaining and make a difference instead of adding work to others why don't they do the work and make it happen!	3/6/2019 10:25 AM
103	The University	3/6/2019 9:04 AM
104	Economic development and public safety.	3/6/2019 9:03 AM
105	City employees as civil servants	3/6/2019 8:11 AM
106	Open, honest communication with Council and Public	3/6/2019 6:12 AM
107	parks and trails	3/5/2019 10:35 PM
108	Moral character in leadership	3/5/2019 7:23 PM
109	working as a team and build the community	3/5/2019 6:37 PM
110	Transparency	3/5/2019 3:51 PM
111	the media	3/5/2019 3:35 PM
112	good road maintenance, fast road clearing response to snow and ice storms. (They've done a very good job this winter, keep up the good work) Oh, and clearing and de-icing the walkways and sidewalks around campus and downtown so pedestrians aren't forced to walk in the road, if that's even under the city manager's purview.	3/5/2019 1:36 PM
113	changing the way city government works, including reducing the power of the City Manager a great deal	3/5/2019 1:32 PM
114	open communication	3/5/2019 11:34 AM
115	Communication	3/5/2019 11:26 AM
116	Engaged citizens	3/5/2019 11:12 AM
117	exerting more control over real estate development, rather than being in a hand in glove relationship with it	3/5/2019 10:52 AM
118	communication. keep people involved and in the know.	3/5/2019 10:41 AM
119	security issues that need to be improved	3/5/2019 10:38 AM
120	the CPD problems	3/5/2019 10:37 AM
121	Reining in a very powerful and self-confident and cross- party real estate development community, and also hiring more minorities in city government	3/5/2019 10:34 AM
122	Art	3/5/2019 10:17 AM
123	differences that influence the needs various community members have in order facilitate a city friendly to people with different backgrounds.	3/5/2019 9:56 AM
124	Honesty. Not John Glascock!	3/5/2019 9:32 AM
125	transparency	3/5/2019 8:47 AM
126	The arts	3/5/2019 7:45 AM
127	Equity for all	3/5/2019 6:49 AM
128	Listening	3/5/2019 6:11 AM
129	1. authentic public input from across the community. 2. the corrupting nature and influence of the monied elite (both local and via the MO Assembly using MU as a slush fund for their developer buddies/donors to build 'capital improvements'). 3. the power of overlapping jurisdictions like school district, county, state (owning transportation infrastructure) to influence, rather than negotiate, city sprawl. As example, sweetheart deals where developers give school district big chunks of land in open, undeveloped spaces to drive sprawl. 4. representative governance. Columbia has a strong mayor form of governance, elected directly by the city's residents. We expect our council to represent us, and city staff to enact the will of the council - not vice versa. 5. intellectual honesty and human decency. We will hold those who serve us accountable. We know what institutional racism is. We understand economic parity. We will not be cowed or silenced. 6. social justice and economic equality. Columbia continues its legacy as 'Little Dixie', evidenced by continuing segregation and gross inequity in pay, wealth, housing, health, longevity, and opportunity.	3/5/2019 5:05 AM

130	compassion	3/4/2019 7:25 PM
131	Not kowtowing to developers	3/4/2019 6:58 PM
132	starting resident trash/recycling receptacles to improve the cleanliness of the city and reduce the city's liability	3/4/2019 1:40 PM
133	RELATIONSHIPS	3/4/2019 12:03 PM
134	city employees	3/4/2019 8:41 AM
135	The University of Missouri, it students, faculty and staff.	3/4/2019 8:35 AM
136	honesty	3/4/2019 8:17 AM
137	Citizen voices (after seven years of a city manager and multiple leaders within the city departments going through the motions of listening to citizen concerns, esp at council mtgs)	3/4/2019 8:04 AM
138	their employees	3/4/2019 5:15 AM
139	volunteers, non-profits, and faith-based organizations	3/3/2019 7:59 PM
140	being good stewards of tax dollars	3/3/2019 7:16 PM
141	inclusion	3/3/2019 3:47 PM
142	Business	3/3/2019 3:19 PM
143	transparency and commitment	3/3/2019 2:48 PM
144	City of Columbia has great potential. Based of reports and media reports, staff is poorly paid, the city council seems more self absorbed with maintain the services for a few then the many.	3/3/2019 11:05 AM
145	millenials	3/3/2019 10:56 AM
146	transparency	3/3/2019 10:37 AM
147	Growth!	3/3/2019 9:05 AM
148	adding more police officers	3/3/2019 8:54 AM
149	Unity	3/3/2019 8:27 AM
150	city/county cooperation	3/3/2019 8:22 AM
151	private businesses	3/2/2019 11:02 PM
152	The new city manager should not underestimate the importance of the University of Missouri to the economic stability of the community. The town/gown ties are critical to Columbia's growth and city/citizen prosperity. As goes Mizzou, so goes Columbia. Go Tigers!	3/2/2019 5:40 PM
153	local universities and colleges and area farmers	3/2/2019 12:59 PM
154	conservative values	3/2/2019 12:15 PM
155	value of all citizens input	3/1/2019 7:36 PM
156	money	3/1/2019 5:51 PM
157	being a people's person	3/1/2019 4:50 PM
158	public transportation	3/1/2019 4:12 PM
159	an organized and vocal minority	3/1/2019 1:18 PM
160	Population growth issues	3/1/2019 12:59 PM
161	Churches	3/1/2019 9:55 AM
162	Faith and faith based groups	3/1/2019 7:30 AM
163	Budgeting	3/1/2019 4:23 AM
164	educating people on what this city was once like and what's it's inherent nature is (and they must be openly opposed- gracefully or of tactful eccentricity- of current guy in dc executive branch)	3/1/2019 3:44 AM
165	Small business	2/28/2019 10:25 PM
166	any constituent but especially the marginalized	2/28/2019 10:11 PM

167	safety	2/28/2019 8:13 PM
168	Open communication	2/28/2019 7:19 PM
169	Education	2/28/2019 6:23 PM
170	Diversity	2/28/2019 6:06 PM
171	honesty and transparency; stakeholder input to decision-making	2/28/2019 5:38 PM
172	the parks and rec department and culture and arts departments	2/28/2019 5:02 PM
173	integrity and honesty	2/28/2019 4:50 PM
174	transparency	2/28/2019 2:21 PM
175	every city employee, especially those who provide crucial services, like waste management	2/28/2019 2:19 PM
176	transparency	2/28/2019 1:48 PM
177	transparency and bringing everyone to the table	2/28/2019 1:14 PM
178	an engaged citizenry	2/28/2019 12:59 PM
179	openness and communication	2/28/2019 12:28 PM
180	helping each other	2/28/2019 12:16 PM
181	public safety	2/28/2019 12:05 PM
182	Cultures. This city does have a lot of racism. He/She need to eliminate that.	2/28/2019 10:59 AM
183	an aging infrastructure, the lack of police and good roads	2/28/2019 9:28 AM
184	the 16-30 year olds	2/28/2019 8:42 AM
185	transparency	2/28/2019 8:37 AM
186	everyone who lives here	2/28/2019 8:37 AM
187	parks and rec. I do not like P&R that much but man the rest of the community does.	2/28/2019 8:34 AM
188	not lying	2/28/2019 8:28 AM
189	Police force	2/28/2019 8:23 AM
190	Art,Healthy trees, soil,and water. Public river access at Katfish Katy's	2/27/2019 11:57 PM
191	INFRASTRUCTURE	2/27/2019 11:49 PM
192	safety	2/27/2019 11:02 PM
193	fiscal responsibility to the residents	2/27/2019 3:47 PM
194	people of color	2/27/2019 3:34 PM
195	progressive ideas and integrating sustainable ideas	2/27/2019 3:27 PM
196	Inclusivity	2/27/2019 3:24 PM
197	good working relationships	2/27/2019 2:42 PM
198	schools and recreation spaces	2/27/2019 2:16 PM
199	higher education	2/27/2019 1:49 PM
200	decreased crime	2/27/2019 1:45 PM
201	city staff	2/27/2019 12:56 PM
202	transparency	2/27/2019 11:41 AM
203	communication; when citizens are informed they are more readily involved and engaged in making Columbia a place where people want to live and work and spend their recreation time as well.	2/27/2019 11:38 AM
204	everyone's well-being.	2/27/2019 11:11 AM
205	jobs with justice	2/27/2019 11:08 AM
206	community policing	2/27/2019 11:02 AM

207	community well being	2/27/2019 10:43 AM
208	Gangs! Citizens working together in the community	2/27/2019 10:36 AM
209	supporting locally owned business	2/27/2019 10:29 AM
210	sound infrastructure	2/27/2019 10:25 AM
211	higher education and safety	2/27/2019 10:18 AM
212	spirit of the community; this community is full of passion and service don't be afraid to ask for input or help	2/27/2019 10:16 AM
213	the City improving it's relationship with the public, business community and other governmental organizations	2/27/2019 10:05 AM
214	Spiritual inclusivity	2/27/2019 6:49 AM
215	Transparency	2/27/2019 3:01 AM
216	maintaining a budget	2/26/2019 6:16 PM
217	laws and rules	2/26/2019 3:20 PM
218	growth	2/26/2019 2:21 PM
219	transparency	2/26/2019 12:02 PM
220	wealth of experience, knowledge, and resource of the backbone of silent doers in this community not just those who are vocal.	2/26/2019 10:16 AM
221	many citizens of Columbia wanting their own agenda, and so many different groups of people who only want the city to do things for their group. They are unrelenting	2/25/2019 7:26 PM
222	The people, not special interests	2/25/2019 6:02 PM
223	honesty- The previous Manager would say one thing privately, while saying something else publicly. Citizens deserve truth, even if that is hard truth.	2/25/2019 4:25 PM
224	affordable housing	2/25/2019 4:08 PM
225	Transparency and honesty	2/25/2019 11:55 AM
226	Diversity, profiling	2/25/2019 11:13 AM
227	ecology and benefit of green spaces	2/25/2019 10:45 AM
228	transportation networks	2/25/2019 9:20 AM
229	Trails and Parks	2/25/2019 8:37 AM
230	Green Infrastructure	2/25/2019 7:54 AM
231	Small businesses and college students.	2/25/2019 7:41 AM
232	Funding a permanent homeless shelter	2/25/2019 4:56 AM
233	Progressive ideals, opportunity for all, communication, transparency, infrastructure improvement, community engagement, employee engagement.	2/24/2019 11:37 AM
234	Keeping downtown a local, small business environment	2/24/2019 10:59 AM
235	A commitment to community policing and paying utility and waste management workers competitive wages.	2/24/2019 9:05 AM
236	Community involvement	2/24/2019 6:33 AM
237	The university	2/24/2019 5:20 AM
238	the silent majority	2/23/2019 11:35 PM
239	communication	2/23/2019 6:56 PM
240	Community Policing	2/23/2019 6:45 PM
241	parks and trails	2/23/2019 6:16 PM
242	recycling	2/23/2019 5:34 PM

243	diversity	2/23/2019 5:23 PM
244	transparency	2/23/2019 3:57 PM
245	grass root groups	2/23/2019 3:16 PM
246	City workers	2/23/2019 2:49 PM
247	Basic services and budgetary constraints	2/23/2019 2:24 PM
248	the expertise available in the academic community	2/23/2019 2:13 PM
249	inclusion and diversity	2/23/2019 1:49 PM
250	Midwest white-male-dominated backlash against any idea that does not serve that group	2/23/2019 11:33 AM
251	public safety	2/23/2019 9:20 AM
252	Green space, pedestrian safety, environmental preservation, walk ability in neighborhoods	2/23/2019 7:41 AM
253	Enforcement of the law	2/22/2019 7:07 PM
254	the City's image across the state to attract students to Mizzou (we cannot be a socialist haven for protesting law breakers - this kills our economy)	2/22/2019 6:32 PM
255	continuing to diversify the economy	2/22/2019 3:36 PM
256	history and long memories	2/22/2019 3:31 PM
257	concerns of the business community	2/22/2019 3:11 PM
258	keeping development in-check and charging developers proper fees/taxes to support city services needed for said development	2/22/2019 2:09 PM
259	infrastructure maintenance and improvement	2/22/2019 1:47 PM
260	openness and transparency	2/22/2019 1:37 PM
261	the University system	2/22/2019 12:56 PM
262	trust and transparency	2/22/2019 12:08 PM
263	visibility	2/22/2019 9:59 AM
264	The Police	2/22/2019 9:03 AM
265	a small-town feel	2/22/2019 8:57 AM
266	transparency and communication	2/22/2019 8:36 AM
267	The University	2/22/2019 8:22 AM
268	the black community	2/22/2019 6:48 AM
269	Employee raises!	2/22/2019 6:22 AM
270	Safety	2/21/2019 11:53 PM
271	Students, small businesses, and our thriving nonprofit sectors	2/21/2019 10:27 PM
272	keeping taxes low	2/21/2019 7:18 PM
273	Policing	2/21/2019 7:07 PM
274	Community	2/21/2019 6:30 PM
275	Police	2/21/2019 6:19 PM
276	keeping the community safe from crime and keeping the roads maintained	2/21/2019 5:28 PM
277	public input	2/21/2019 5:09 PM
278	The University of Missouri	2/21/2019 4:31 PM
279	Top heavy departments	2/21/2019 4:31 PM
280	law and order	2/21/2019 4:30 PM
281	Community policing.	2/21/2019 4:22 PM

282	a few squeaky wheels	2/21/2019 3:50 PM
283	transparency	2/21/2019 3:43 PM
284	Keep Glasscock	2/21/2019 3:37 PM
285	economic development	2/21/2019 3:22 PM
286	bringing jobs that pay a living wage for minorities	2/21/2019 3:21 PM
287	"the voice of the people"	2/21/2019 3:10 PM
288	Transportation. Our town is very spread out, making it difficult to maintain viable public transportation needed to people to jobs, healthcare, shops, etc. For people with accessibility needs, the options are even more limited.	2/21/2019 3:06 PM
289	the business community	2/21/2019 2:55 PM
290	Policing	2/21/2019 2:53 PM
291	communication	2/21/2019 2:35 PM
292	the University of Missouri	2/21/2019 2:34 PM
293	the university	2/21/2019 2:27 PM
294	equitable distribution of city resources to ALL citizens	2/21/2019 2:13 PM
295	core services	2/21/2019 1:59 PM
296	the silent majority with in our (strike out "to the")	2/21/2019 1:55 PM
297	Service	2/21/2019 1:50 PM
298	Small businesses and entrepreneurship	2/21/2019 11:50 AM
299	parks	2/21/2019 11:45 AM
300	responsiveness	2/21/2019 10:59 AM
301	committed honesty	2/21/2019 10:56 AM
302	people	2/21/2019 10:56 AM
303	Controlling crime. Columbia didn't use to have these problems, so ask yourselves what changed. It was drugs. When I was a kid, Columbia was a party town; gangs in KC and St Louis agreed it was Neutral Ground so they could both come here to party without fear. If this is news to you, you need to spend more time with the people in Columbia that work honest but not high paying jobs here and have lived here a long time.	2/21/2019 10:41 AM
304	Honesty	2/21/2019 9:43 AM
305	Equity	2/21/2019 8:57 AM
306	safety	2/21/2019 8:56 AM
307	fiscal responsibility and transparency	2/21/2019 8:44 AM
308	the University, and the reputation of working for the City	2/21/2019 8:33 AM
309	The employees and the citizens.	2/21/2019 8:17 AM
310	the business, industry, and development	2/21/2019 8:13 AM
311	city employees	2/21/2019 8:00 AM
312	private businesses	2/21/2019 7:49 AM
313	Communication with the public, openness and transparency to the community. Public opinion is important and should not be eliminated from important decisions.	2/21/2019 7:24 AM
314	The new city manager should not underestimate the importance of downtown to the community. The District serves as a gathering place for people to share experiences and ideas, and efforts should be taken to make sure it is open and easily accessible to all. Economic development in The District should be focused on small businesses that can easily turn over or change over time, and not on student housing that will turn into blight when students move on to newer and more attractive housing alternatives.	2/21/2019 7:08 AM



315	Honesty	2/21/2019 7:00 AM
316	Policing	2/21/2019 6:46 AM
317	a experienced work force	2/21/2019 6:44 AM
318	Public safety and economic growth	2/21/2019 6:32 AM
319	education	2/21/2019 6:11 AM
320	speaking	2/21/2019 6:04 AM
321	Financial responsibility	2/21/2019 5:29 AM
322	Diversity	2/21/2019 5:06 AM
323	First responders	2/20/2019 9:33 PM
324	inclusion	2/20/2019 9:15 PM
325	Family	2/20/2019 9:13 PM
326	Keep Glasscock	2/20/2019 8:34 PM
327	openness and fairness	2/20/2019 8:32 PM
328	Parks and Recreation	2/20/2019 6:35 PM
329	Transparency	2/20/2019 6:26 PM
330	managed growth	2/20/2019 5:48 PM
331	Religious leaders	2/20/2019 4:38 PM
332	city employees	2/20/2019 4:14 PM
333	employees	2/20/2019 4:03 PM
334	Transparency in regard to the City budget and City finances generally.	2/20/2019 3:44 PM
335	diversity	2/20/2019 3:39 PM
336	honesty and openness	2/20/2019 3:34 PM
337	Diversity	2/20/2019 3:32 PM
338	opportunities for public dialogue	2/20/2019 3:21 PM
339	Financial responsibility	2/20/2019 3:18 PM
340	Transparency	2/20/2019 2:19 PM
341	Transparency and budgeting	2/20/2019 2:18 PM
342	Public safety	2/20/2019 2:16 PM
343	accessibility - there is a lot of information provided on our website, but if residents don't really understand where to find it/how to read various documents they may not feel like the information is truly available	2/20/2019 2:11 PM
344	parks, trails & resources	2/20/2019 2:09 PM
345	affordable housing, positive police relations	2/20/2019 2:00 PM
346	employees	2/20/2019 1:54 PM
347	Consistency and backbone.	2/20/2019 1:45 PM
348	equity and engagement	2/20/2019 1:38 PM
349	Public safety.	2/20/2019 1:24 PM
350	the efforts to lift our most disenfranchised up (the homeless population, those who suffer from opioid addiction, the working poor, children, and others)	2/20/2019 1:20 PM
351	listening to more than just the very liberal left	2/20/2019 1:10 PM
352	education	2/20/2019 1:07 PM
353	Community policing and restorative justice	2/20/2019 1:02 PM



354	Its employees	2/20/2019 12:53 PM
355	Safety. We need to feel safe in order to continue growing and enhancing as a city. I hope this is something heavily addressed.	2/20/2019 12:47 PM
356	downtown	2/20/2019 12:44 PM
357	Proactive policing	2/20/2019 12:43 PM
358	effective communication and accountability	2/20/2019 12:34 PM
359	the environment	2/20/2019 12:29 PM
360	policing	2/20/2019 12:28 PM
361	The police department	2/20/2019 12:25 PM
362	diversity	2/20/2019 12:24 PM
363	The views and quieter voices of those who DON'T demonstrate, protest and scream their views, but behave in a civil manner but aren't heard because their views are labeled with unjust "phobic" or "its" words	2/20/2019 12:21 PM
364	sanctimony. :)	2/20/2019 12:17 PM
365	Honesty and moral values.	2/20/2019 11:54 AM
366	8+ hour long City Council meetings, running well after midnight. The 3 minute time limit rule is TOO LONG!	2/20/2019 11:52 AM
367	transparency	2/20/2019 11:41 AM
368	a strong police force	2/20/2019 11:40 AM
369	Safety and quality of public services	2/20/2019 11:39 AM
370	Infrastructure and development. Infrastructure, police, and fire are the key functions of City government. Development drives jobs, revenue, etc. which fund these essential services.	2/20/2019 11:35 AM
371	community policing	2/20/2019 11:35 AM
372	transparency	2/20/2019 11:33 AM
373	first responders / police	2/20/2019 11:27 AM
374	development to drive the financial needs	2/20/2019 11:26 AM
375	input	2/20/2019 11:21 AM
376	asking for more and more tax revenues without improved service	2/20/2019 11:14 AM
377	seeing real and effective change	2/20/2019 11:13 AM
378	sustainable economic growth/development	2/20/2019 11:12 AM
379	infrastructure	2/20/2019 11:08 AM
380	public perception	2/20/2019 11:08 AM
381	City Employees	2/20/2019 11:00 AM
382	Transparency	2/20/2019 11:00 AM
383	being attentive and responsive to the concerns of citizens	2/20/2019 10:57 AM
384	accountability	2/20/2019 10:57 AM
385	The University of Missouri	2/20/2019 10:56 AM
386	tourism	2/20/2019 10:56 AM
387	saving money	2/20/2019 10:55 AM
388	COMMITMENT	2/20/2019 10:51 AM
389	law enforcement	2/20/2019 10:51 AM
390	partnerships	2/20/2019 10:51 AM

391	Diversity	2/20/2019 10:49 AM
392	Small businesses and Columbia sports	2/20/2019 10:46 AM
393	diversity and inclusion	2/20/2019 10:45 AM
394	growth	2/20/2019 10:45 AM
395	Being open about future plans and how it is going to be done, not let a small group dictate what projects will be done and what projects will not be done.	2/20/2019 10:44 AM
396	infrastructure	2/20/2019 10:44 AM
397	Trust. Columbia has the largest issue of trust in government that I have ever seen. We desperately need a city manager that can elicit trust in the community.	2/20/2019 10:43 AM
398	holistic quality of life (not exclusively public safety priorities)	2/20/2019 10:40 AM
399	police officers	2/20/2019 10:40 AM
400	Labor unions	2/20/2019 10:39 AM
401	the average citizen, not the ones who are the "important" people	2/20/2019 10:37 AM
402	Communication and truth	2/20/2019 10:37 AM
403	Their words and daily deeds	2/20/2019 10:35 AM
404	police reform	2/20/2019 10:34 AM
405	communication and transparency	2/20/2019 10:34 AM
406	of maintaining a seasoned staff	2/20/2019 10:34 AM
407	Equality	2/20/2019 10:34 AM
408	quality infrastructure	2/20/2019 10:32 AM
409	making personal connections	2/20/2019 10:30 AM
410	the aging infrastructure of Columbia roads	2/20/2019 10:29 AM
411	public safety	2/20/2019 10:27 AM
412	city employees	2/20/2019 10:26 AM
413	tourism	2/20/2019 10:26 AM
414	the dedication of its city employees and there unappreciation	2/20/2019 10:25 AM
415	communication	2/20/2019 10:23 AM
416	law enforcement feeling supported	2/20/2019 10:19 AM
417	parks, trails, arts and other quality of life issues	2/20/2019 10:13 AM
418	small businesses	2/20/2019 10:11 AM
419	diversity and inclusion	2/20/2019 10:11 AM
420	affordable housing	2/20/2019 10:10 AM
421	transparency	2/20/2019 10:10 AM

## Q7 Do you have any other comments?

Answered: 261 Skipped: 231

#	RESPONSES	DATE
1	The CM should keep politics out of the responsibilities of managing the city.	3/18/2019 10:04 AM
2	The new city manager should understand the value of City employees, but should also not be afraid to shake things up to get away from the "that's the way we've always done it" mentality.	3/15/2019 2:57 PM
3	I'm hoping for someone with common sense, but I know that means something different to each individual. I hope they can cut through noise and make fiscally-sound decisions that work for employees and citizens.	3/15/2019 10:03 AM
4	Communication skills above all else ...	3/15/2019 8:52 AM
5	Yes please hire outside the current City Staff	3/15/2019 8:29 AM
6	Unfortunately, our crime rate is so high- It's embarrassing. People do not want to come here for police jobs because of the very publicized lack of trust, removal of incentives, and pay compression. The city and the department likes to boast about the number of police hires, but they fail to recognize the other half- good cops leave, and the hiring standards were lowered to gain more interest. Policing is our highest concern right now. We need to have someone that will come in and fix the pay of our current officers, so that we can retain and bring in high speed recruits.	3/15/2019 2:01 AM
7	Our city council and other leaders seem to have focused on attributes that look good on national marketing (trails, bike lanes, superfluous building code requirements, & etc.) rather than the needs of it's own population.	3/14/2019 4:52 PM
8	Do not provide a huge golden parachute in the contract. The last one left town with a truckload of \$\$ he didn't ear or deserve.	3/14/2019 4:22 PM
9	Our prior city manager had a style of leadership that deliberately withheld key information from stakeholders, slow played priorities set by council without being honest with Council about conflicts, and hired and promoted based on cronyism rather than qualifications. The best leaders surround themselves with the most qualified personnel who share a commitment to service with excellence and integrity. When less qualified cronies are promoted, it has a downward impact on morale that radiates downward through the affected city departments. Trying to develop an understanding of the candidate's hiring philosophy is a very important component of the engagement and selection process.	3/14/2019 1:28 PM
10	No	3/14/2019 10:22 AM
11	The City manager has to wear a lot of hats and they need to be able to switch them when needed, but yet understand the importance of the others they were and how they will be affected by the decisions they will have to make.	3/14/2019 6:24 AM
12	Any city manager must invest in more minority based solutions. Assisting developers at the cost of minorities is a prescription for long term acrimony between city government and the community.	3/14/2019 5:50 AM
13	Vote for Ian, the right person for the crucial job of being a council member. We NEED his intelligent and savvy voice.	3/14/2019 12:29 AM
14	We need someone who is not biased or pull toward fringe activism and focuses on the needs of the many.	3/13/2019 4:13 PM
15	The City Manager should have experience making decisions that will impact future projects and have a future-forward perspective, rather than using band-aid solutions that may be less expensive up front, but create problems and are ultimately much more expensive.	3/13/2019 11:14 AM
16	Just want someone with integrity/honesty and love for the United States and for our community as part of the U.S. Would really like someone that puts God first but that's probably too much to ask for and isn't politically correct so I'm not holding my breath.	3/13/2019 11:00 AM
17	The new city manager should be a fiscal conservative and understand how to build the community.	3/13/2019 10:10 AM

18	The City Manager should address all problems identified on the city's survey not just the ones about the police. We should have public forums about the issues identified on the survey and develop plans to address them along with options and price tags for each option. The community must feel it understands the options and the costs of each option. So that the community will have either buy-in for the solutions selected or at a minimum understanding of why certain options are not chosen, either due to cost or lack of personnel or whatever. The survey shouldn't be just a snapshot of how citizen's feel at a given time so we can brag how we compare to other cities or the previous year. It should be a prioritization of where/how/when citizens want to spend their tax dollars.	3/13/2019 9:55 AM
19	The ideal city manager would be smart, approachable, honest, creative, experienced in city administration best practices (contemporary), and communicate often and well.	3/13/2019 8:32 AM
20	Would not be adverse to Mr Glascock continuing in the role.	3/13/2019 8:14 AM
21	I just want the city manager to take under consideration that city employees are not paid nearly as high as the private sector. Most of us are doing this job because we care about our community and the City that we work for. I hope that this work is appreciated in the future.	3/13/2019 8:06 AM
22	How soon are you interviewing candidates? A woman would be nice.	3/12/2019 1:49 PM
23	Phew! Good luck, sir or ma'am.	3/12/2019 9:43 AM
24	I would hope that a person hired as City Manager would not be part of the current establishment. It is important that a city manager come with new perspectives and not be beholden to any specific interest groups in the community.	3/12/2019 7:56 AM
25	This position requires someone that can foster a positive working relationships with our partners and stakeholders and has a demonstrated track record of effective staff management. Columbia's new city manager must have the ability to foster innovative solutions to any problems that may occur, possess the highest standards of integrity and trustworthiness; as well as the experience and professionalism to lead employees and operations with proficiency, accountability, and transparency. A person with all the above qualities will be a strong effective leader for years to come. While also successfully completing Columbia's transition from a larger small town to a strong Mid-sized American city.	3/12/2019 7:27 AM
26	Generally I supported Mr. Matthes' priorities but he fell far short with his implementation of community policing. Stick to the current strategic plan. We're making progress on racial disparities.	3/12/2019 7:23 AM
27	Be willing to follow the will of the council and people.	3/11/2019 9:55 AM
28	Columbia has had three decades of city planning and management focused on letting property developers do what ever they want with the community and we need to start fixing that.	3/11/2019 9:39 AM
29	We need someone who will listen to and act on what the people want in a transparent and forthright manner.	3/11/2019 8:14 AM
30	Columbia city government needs to down size. Too many parks, ect.,.... We need to take care of what we have. streets, utilities, law enforcement, ect. ...	3/11/2019 8:02 AM
31	Hiring an outsider might be best at this time, so that the person hired doesn't have animosity built up against them already. Someone with experience in a similar-sized city government and service provider; not necessarily someone who has managed a similar-sized city.	3/10/2019 8:51 PM
32	I think the city should begin considering making the mayor and city council full time positions, obviating the need for a strong manager.	3/10/2019 6:37 PM
33	Economic development needs to be redefined. It is absurd that we allow large companies to blackmail the community into giving large financial incentives to set up shop in this prime location. Continuing to take that path will lead to Columbia being less desirable over time. We need to encourage businesses to locate here because we don't do that and thus have more to offer as a community.	3/10/2019 2:01 PM
34	I would love to see a Manager who is ecologically-minded with progressive attitudes towards climate change and protecting our common environment as a path to protect public health. I am so tired of growth at any cost mentality. Stop giving businesses tax breaks to come to Columbia. We have a beautiful community and it should be seen as a privilege to do business here.	3/10/2019 10:29 AM
35	Let's not settle for a mediocre candidate. Columbia deserves someone outstanding.	3/10/2019 9:59 AM
36	I hope that internal power structures don't determine who is chosen but rather a person with a history of success working with all persons in a community, from every class, gender, and race.	3/10/2019 9:17 AM

37	Hire John Glascock.	3/9/2019 5:31 PM
38	Human needs are universal, we can't have a healthy community while some can't get their needs met.	3/9/2019 6:16 AM
39	We need a City Manager that can communicate with people of all racial, economic and religious backgrounds. Someone that is transparent in the business of the city, someone that is available and out in the community, not someone hiding in an office. Someone that can re-build the public trust, be open to new ideas, but above all..be honest and trustworthy.	3/8/2019 5:14 PM
40	I think it is important to hire a city manager away from a larger community, rather than a smaller one. It should be required that the new city manager have significant experience managing a city with its own municipal electric utility. For a list of the cities in U.S. with their own electric utility use the following link to the American Public Power Association. <a href="https://www.publicpower.org/our-members">https://www.publicpower.org/our-members</a> We should not be a training ground.	3/8/2019 4:03 PM
41	I want a city manager who walks the walk when it comes to making us a progressive city and doesn't just talk the talk.	3/8/2019 7:54 AM
42	Mathes was an egotistical bully. We don't want that again.	3/8/2019 5:30 AM
43	The largest assets that City government has is the staff, facilities, equipment, etc. If those are not valued and prioritized, then services decline. Special programs cannot be prioritized over basic services. Staff and maintenance of existing infrastructure and major programs must be prioritized and valued.	3/7/2019 7:02 PM
44	Would love to see Columbia Parks & Rec lobby funds to beautify the Hinkson Creek as a walkway and safe public park for all of its citizens to gather and enjoy nature throughout the Hinkson's meandering through most parts of Columbia	3/7/2019 12:09 PM
45	Extremely important - commitment to enacting Columbia's Climate Change Plan	3/7/2019 9:28 AM
46	The new city manager should understand his/her proper relationship to the city council. That he/she serves at the pleasure of council, and should therefore do everything in his/her power to ensure that council is provided unfiltered information when they ask for it so that they can make fully informed decisions when setting policy, and that when policy is set, that the manager do everything in his power to make sure there is follow through by the city. the city manager should understand that it is NOT his job to set policy or to try to influence council to the benefit of wealthy or powerful interest groups within the city, and to engage with council in an honest and transparent manner.	3/7/2019 7:41 AM
47	Do not hire John Glascock	3/6/2019 8:46 PM
48	John Glasscock has proven he has what it takes to be the leader that the City of Columbia needs.	3/6/2019 8:18 PM
49	Matthes was untruthful, a manipulator, and a con artist. He treated the City employees badly and got rid of many experienced and loyal people because he felt threatened by them. The next City Manager should be a 'real' one and the exact opposite of Matthes.	3/6/2019 7:24 PM
50	Someone who understands economics, opportunity costs, and the well-established research on how tax subsidies and other "economic stimulus" plans have negative financial returns to the community.	3/6/2019 7:18 PM
51	Please find someone who leans a bit conservative. The liberal mind set of this city is ridiculous.	3/6/2019 6:17 PM
52	N/A	3/6/2019 5:08 PM
53	No	3/6/2019 4:06 PM
54	I would like the city manager to LOVE Columbia. I do not think hiring a outsider is the answer	3/6/2019 3:25 PM
55	We should strongly consider allowing the acting manager and interim chief to remain in their positions for several years if they are interested. They are both off to a good start addressing issues on which they've gained a unique perspective.	3/6/2019 3:14 PM
56	This person should not be so nervous to talk about race relations in a city like Columbia that they resort to offensive stereotype jokes. We can't be a next level city without a manager ready to face the reality of the modern world. Columbia's City Government cannot be an old boys' club, literally and figuratively, anymore.	3/6/2019 1:05 PM

57	As a lifetime Columbia citizen, it has been disheartening to watch the council and city manager pander to the desires of the business community, property developers, the student community, while also ignoring the needs of, and not truly investing in, poor neighborhoods and families. I was very excited to finally see room for leadership change at the CPD and City Manager, because there has been a history of ignoring and covering up problems, along with hyper focus on supporting downtown businesses and developers, without much regard for investing in the needs of the broader community.	3/6/2019 11:28 AM
58	Questions 2-6 are HORRIBLE. Please find someone else to draw up a survey.	3/6/2019 10:25 AM
59	I'm glad we are getting a new city manager. I hope he is very different in most aspects from the previous manager.	3/6/2019 9:04 AM
60	The new city manager needs to clean up the departments and get rid of the good ol' boy system that many of them have. Stop the waste. Make the "big boys" earn their wages. Some do, but most do not!	3/6/2019 9:03 AM
61	The next City Manager is going to have make some big changes to foster support for the City as an organization from the community partners that view the City as a hurdle to overcome - and not a partner to help improve the community.	3/6/2019 8:11 AM
62	Please consider a person of color as City Manager. Having that life experience at the table would be good to help Columbia with our challenges.	3/5/2019 10:35 PM
63	Police officers should be better paid, better respected, and better supported within the community.	3/5/2019 7:23 PM
64	Would love to see the new city manager be someone that takes initiative, and doesn't become set in their ways.	3/5/2019 3:35 PM
65	The mall has gone downhill. It's kind of gross now.	3/5/2019 1:36 PM
66	The development companies at work in Columbia must pay for infrastructure upgrades to the systems that their developments will impact.	3/5/2019 1:32 PM
67	na	3/5/2019 11:26 AM
68	Columbia needs someone new, from outside of the Matthes form of strong armed city management. Someone who can cooperate instead of trick or bully. Maybe even someone who comes to the job thinking about how to make the lives of the people in this city better. Not just their own life. And not in an "only I know what's best" way.	3/5/2019 11:12 AM
69	I have lived in CoMo 10 years ago and have recently returned back. Apart of changes that I noticable in the infrastructure I am dissapointed to see that Columbia is not as safe as it used to be. That needs to change. This is a great city with a big University and a life shoud come back to it again. Make Columbia great again!	3/5/2019 10:38 AM
70	It is time to understand growth and its cost to the city. I'm all for growth in Columbia but it should not be on the backs of the citizens alone.	3/5/2019 10:37 AM
71	Honesty. Not John Glascock!	3/5/2019 9:32 AM
72	I hope the new city manager will be a person of color who can walk between the segregated worlds of Columbia.	3/5/2019 8:47 AM
73	Find a good-hearted, compassionate person with intelligence!	3/5/2019 6:49 AM
74	The descendants of the slave-owning families that started this town still imagine themselves entitled to run it. Gross. Also, not happening. If that's who a potential city manager imagines they're coming to work for, taking this job will not be a good (or pleasant) fit for them.	3/5/2019 5:05 AM
75	No	3/4/2019 6:58 PM
76	I've seen the benefits of trash/recycling containers for citizens in numerous cities smaller and larger than Columbia. They keep the city clean and green.	3/4/2019 1:40 PM
77	The new city manager needs to have better ideas on how to deal with the short budget and internet sales tax problem beyond cutting services. This city is a government but in many ways is also a business and should be run like one. You must innovate adapt and overcome adversity. Cutting expenses by cutting services and driving away good employees by cutting benefits hoping that change for the better will come is a recipe for a slow painful death of any business.	3/4/2019 8:41 AM



78	Besides humility and listening, our new city manger needs to be committed to uniting the city and making all citizens feel like, even if they may not agree with choices, the city made them after thoughtful consideration and after really listening to everyone's perspectives, so the city can rebuild its citizens' trust and confidence in their government	3/4/2019 8:04 AM
79	Thank you for distributing this survey.	3/3/2019 7:59 PM
80	need to be fiscally responsible. there are difference between needs and wants in a community. when you dont have enough money for firefighters or broken streets, you should not be wasting money on art projects, diversity initiatives, trails for recreation, historic preservation, community policing etc. the solution is NOT to raise more revenue as the public is not a piggy bank, but to act like any other family budget and cut non critical spending and focus on priorities of local government.	3/3/2019 7:16 PM
81	Although Mr. Glascock has done a good job the past month, I feel an external candidate is needed. My prediction given the city councils direction and low returns on sales taxes the financial status of the city will dissolve. A city manager with a strong personality and ability to communicate the path we are going is needed. Mr Glascock does not have a financial background, which I believe is most important right now.	3/3/2019 11:05 AM
82	Communication and social skills are important	3/3/2019 10:37 AM
83	The city-manager form of government should be abandoned. The chief executive of Columbia should be a publicly elected mayor, not a hired position who is unresponsive to the electorate.	3/3/2019 9:05 AM
84	How about increasing the size of the city council?	3/3/2019 8:22 AM
85	No	3/2/2019 11:02 PM
86	The new city manager should have sufficient experience to be able to step into the position, get up to speed quickly, and begin leading the city with the confidence and fortitude it takes to work under the present mayor.	3/2/2019 5:40 PM
87	safety and community policing are also very important	3/2/2019 12:59 PM
88	Keep John Glascock if he decides to put his name in mix. If he does not he is the example of what a successful manager will be.	3/2/2019 12:15 PM
89	I found the 1 through 10 rankings difficult and easily misleading. Staff must have expertise in economic development but not necessarily the city manager. Much of what the city manager does can be in the background, following the lead of council, working out a consensus.	3/1/2019 5:51 PM
90	The new City Manager should not underestimate the city government workforce and what city employees have to offer. The vast experience and local knowledge base of city employees is not easy to replace.	3/1/2019 4:50 PM
91	The new city manager should be charismatic enough to convince the public to pass a property tax for transportation.	3/1/2019 4:12 PM
92	Paying utility workers and garbage collectors fairly is important to the quality of life in Columbia.	3/1/2019 12:59 PM
93	We need to stop the flow of money to pet projects of the left and focus on the safety of ALL citizens. Too much is focused on the art, eclectic groups.	3/1/2019 7:30 AM
94	Yes.	3/1/2019 3:44 AM
95	no	2/28/2019 8:13 PM
96	Dont raise taxes for more police	2/28/2019 7:19 PM
97	I think we need some new leadership and not use the existing leaders that have been in place with the past leader. I hope that the new manager will come from outside Columbia to bring a new perspective and ideas. They just need to be open to hearing the community than our last manager.	2/28/2019 6:06 PM
98	This is critical decision. Don't settle. If the right candidate doesn't surface in the first round, re-launch the search. You have the luxury of doing that since the Acting City Mgr's performance has been so good and well-received so far.	2/28/2019 5:38 PM
99	The new city manager needs to be focused on making this a better place for permanent residents and not just focus on how to improve the college students. Jobs and businesses should be encouraged that will increase the quality of the city and the people that live here and spend their whole lives here.	2/28/2019 5:02 PM



100	Did I mention honesty and integrity?	2/28/2019 4:50 PM
101	The candidate should be external not currently a City of Columbia employee. I used to be an employee in the City.	2/28/2019 2:21 PM
102	Columbia is one of three cities in MO that own and operate their own municipal utilities. These utilities are huge aspects of basic management and are financially complex. Our city manager should be well-versed and well-qualified in managing utilities and understanding government/utility finance.	2/28/2019 2:07 PM
103	Outside candidates may easily be co-opted by specific interest groups, or lose momentum on continuing systematic changes to entrenched organizational culture.	2/28/2019 12:59 PM
104	we are an active and involved community that needs a leader who is willing to hear us and see themselves as a part of us.	2/28/2019 12:16 PM
105	I want to see a business minded city manager. One that will get the ball rolling for tax dollars of sales, not one that wants to tax the citizens to death for pet projects. These are the type of dollars that hire more police, fix roads and infrastructure and so on. A good common sense person, that is a flaming liberal.	2/28/2019 9:28 AM
106	The new city manager should not be from, or educated, in Columbia. An outsider always has the best views of how a group/ place could improve.	2/28/2019 8:42 AM
107	The new city manager should be an outside candidate. We need new ideas and a fresh perspective on managing the city.	2/28/2019 8:37 AM
108	good luck	2/28/2019 8:34 AM
109	Our city council is full of nuts who do not know what they are talking about most of the time. The council relies on the vocal minority to lead their views, but this is not the majority view. The majority is happy, so they are quiet, until upset by minority provocation.	2/27/2019 11:02 PM
110	The new city manager should adhere to the highest ethical standards and be an advocate for social justice.	2/27/2019 3:47 PM
111	Rather than attempting to "grow" and "develop" Columbia, our first priority should be to nurture the community we have now. This especially means bringing people and communities who are not now empowered into positions of influence.	2/27/2019 3:34 PM
112	A candidate should be open to transparency, new ideas, the needs of the college students in Columbia and the ideas that follow with them. They should want to make the city a better place and should want this job because they want to help the city, not because it pays well.	2/27/2019 3:27 PM
113	I want to see the manager show compassion to our homeless population and work toward inclusion of LGBT and disabled	2/27/2019 3:24 PM
114	It would be nice to have a female for a change	2/27/2019 2:42 PM
115	Gun violence has become a big issue in this town. People should be able to feel safe when they're in their homes, or out in public. Find a way to make this town safe again.	2/27/2019 1:45 PM
116	The road infrastructure is poor. The new housing developments don't have adequate roads. The police leadership are in a bit of disrepute. That should be repaired. The airport is getting better and needs attention.	2/27/2019 11:11 AM
117	n/a	2/27/2019 10:43 AM
118	Address the very real issue of gangs in Columbia! Stop sweeping them under the proverbial carpet!!	2/27/2019 10:36 AM
119	The city manager needs to figure out how to address our aging infrastructure. It is time to fix our roads, sidewalks, and curbs.	2/27/2019 10:25 AM
120	I would like to see a woman or POC hired for this position. It is time! I am just sick that we have had a police chief (enabled by the former city manager) who now proudly supports his MAGA hat.	2/27/2019 10:22 AM
121	I think we need to have a city manager who cares and is compassionate to serve ALL of Columbia, no matter their race, religion, economic status, gender, sexual preference, etc.	2/27/2019 10:16 AM
122	competencies not ranked seem duplicative	2/27/2019 10:05 AM
123	Should be with experience from this city. Should be John Glascock.	2/27/2019 7:32 AM

124	I would like to see someone who brings the skills of emotional and spiritual intelligence to the job to balance the administrative duties.	2/27/2019 6:49 AM
125	It is vital to include stakeholders and members of various communities as advocates for change in the community to ensure that the change and community has buy-in.	2/27/2019 3:01 AM
126	Keeping Columbia looking nice for University visitors should be on the top of the priority list, bringing students in and making them want to stay after graduation should be another top priority (this means having new businesses come in that entice the students, and helping the current ones stay AND making Columbia as safe as can be). The focus should be on making Columbia safe as a whole, rather than just focus on downtown policing (handing out MIPs). Making and keeping Columbia looking nicer should be a focus all around Columbia. Also bringing in businesses to other areas than downtown (more south central and south west of town)	2/26/2019 6:16 PM
127	I am hopeful that Glascock will be approached and considered for the position. He has gained the trust and confidence of the community in a short time.	2/26/2019 12:02 PM
128	I hope the council will not give the job to John Glascock. I think we should have some new ideas come from outside the insular Columbia city employees	2/25/2019 7:26 PM
129	Finding someone who is ready to work on many of the large issues (hiring Columbia's next police chief, implementing community policing, overwrought infrastructure, declining tax base) facing the next Manager will be difficult. I believe we need someone ready to work with the community and staff to help refocus many people on what is best for this city's citizens. I would like to see someone who will not lean so heavily on development and expansion. Someone who will make solid financial choices. Someone who is familiar with MO open record laws. Someone who is ready to be open and honest with the public.	2/25/2019 4:25 PM
130	Emphasis should be placed on honesty and transparency, decisions made in the best interest of the most people, not the ones with the most money.	2/25/2019 4:08 PM
131	I hope you consider a woman or a person for this position.	2/25/2019 11:55 AM
132	No	2/25/2019 11:13 AM
133	A key challenge for the city manager will be increasing threat of environmental degradation. Tree loss, impaired watersheds, and other environmental issues are costly strains on city infrastructure and negatively impact human health and mental well being.	2/25/2019 10:45 AM
134	Due to financial forecast of the city some hard decisions are going to be necessary and services/programs will get cut. The city manager needs to be able to influence the people who are upset by these cuts and spin the positives.	2/25/2019 9:20 AM
135	The new City Manager should have an understanding of midwestern cities, have a commitment to financial stability, and political will to ensure projects get completed that were promised to the public.	2/25/2019 8:37 AM
136	don't kowtow to the vocal minority factions of the community. do the right thing for the right reasons.	2/25/2019 8:04 AM
137	We recently moved back after a 27 year out of state absence. We love CoMo and are glad to retire here. Growth is impressive but city politics/services/infrastructure have become regressive.	2/24/2019 9:05 AM
138	This person should fundamentally understand the public policy process and use it to lead, not rule.	2/24/2019 5:20 AM
139	We need a City Manager that will model public service and love of community for all employees and will assure accountability to service.	2/23/2019 6:56 PM
140	we need someone who is willing to put the community at large before their own interests, someone who will listen and trust that the community knows what is best for them.	2/23/2019 5:23 PM
141	I participated in a forum for this topic and 21/21 people raised their hands in agreement when I made these statements.	2/23/2019 3:57 PM
142	Overall I would like to see someone who can manage and deploy Human Personal and Resources effectively. Human management skills will be key to success	2/23/2019 2:49 PM
143	It would be helpful to understand the diversity within the low income and dark skinned people.	2/23/2019 2:13 PM
144	re:8, isn't the business community a member of the public?	2/23/2019 1:49 PM
145	The new City manager should understand how to grow the City in conjunction with infrastructure and public services.	2/23/2019 9:20 AM

146	Someone who isn't only guided by the chamber of commerce.	2/23/2019 7:41 AM
147	Do not hire someone who will protest in front of our own police department.	2/22/2019 7:07 PM
148	Just pick John Glascock. The City should focus on the core services - police/fire, utilities, transportation - and scale back funding for everything else. City government needs to live within its means and not ask for special new taxes for basic core services (e.g. new police tax)	2/22/2019 6:32 PM
149	My hope is the next City Manager is able very quickly to end the very disturbing micro-management of the City staff by the Council and Mayor. Also, my hope is that he/she will be able to work with the Council to end the practice of Council meetings that do not conclude until after 12:00 a.m. due to public comments that should be held at the end of the meeting (let's see which individuals and activist groups are really committed) and by Council Members (e.g. Thomas and Skala) that use Council meetings to push their personal political and "social justice" agendas and wish to take journeys "down memory lane" and then simply fall in love with the sound of their voices. Better to remain quiet and let the community wonder if you are really so dumb and ill-researched, rather than open one's mouth and leave no doubt. What would assist the new City Manager would be to work with the Council to remove the TV/video cameras from the chambers. A very, very dangerous zone is always between politicians and a television camera.	2/22/2019 3:36 PM
150	City Manager needs to leave ego at the door	2/22/2019 3:31 PM
151	I don't live in or near Columbia but was directed to this survey when transacting other business on the city's website. I have answered the survey because you asked.	2/22/2019 3:09 PM
152	No	2/22/2019 2:09 PM
153	Focus should be geared towards needs and expectations above (and at times to the exclusion of) pet projects. The city manager should not be afraid to eliminate well-intended but failing initiatives in order to try something new that is related.	2/22/2019 12:08 PM
154	I think we should consider Mr. Glascock staying in the position. I believe he is doing a great job and wants to make the city of Columbia a great place to live and work.	2/22/2019 9:03 AM
155	The manager should understand city planning in a changing climate, and the importance of urban habitat in providing refuge and corridors for native plants, pollinators, and wildlife	2/22/2019 8:57 AM
156	Hire John Glascock as City Manager. Change scope of consultant's search to find a Deputy City Manager with the view of succession planning for John's retirement in a few years. This will facilitate grooming and training the next city manager. He/she can get a feel for the community and local politics before becoming City Manager, which will help him/her avoid early blunders. That way we won't waste paying a consultant for a nationwide search only to hire our local candidate.	2/22/2019 8:36 AM
157	While it's not my responsibility to decide, if it were, I'd pick John Glascock for City Manager. I have worked around and with him for over 10 years. He is knowledgeable about Columbia's specific issues, experienced in city governance, is a known and reliable quantity. I believe that at this point in the City's progression, an manager selected from outside the organization would be less able to gain trust required from the people and departments that need to work better together.	2/22/2019 8:22 AM
158	Employee raises!	2/22/2019 6:22 AM
159	He/she needs to understand how much the city has neglected it's employees. Refusing to give anybody a raise within the city because they can't afford to give everybody a raise ignores basic supply and demand laws concerning some positions. This has created a lower standard of hiring criteria for critical, high liability positions.	2/21/2019 7:07 PM
160	I would like to see a City Manager that isn't a politician but a leader without his or her own agenda and to always keep the little people in mind when making decision	2/21/2019 6:30 PM
161	Please hire an independent that has the courage to stand up to the council and the various politically biased groups in Columbia	2/21/2019 6:19 PM
162	He also needs to be able to communicate well with Columbia Utilities regarding future power needs.	2/21/2019 5:28 PM
163	The City Manager should be honored and grateful for the opportunity to SERVE our vibrant, successful and diverse community. A SERVANT LEADER, interested in removing obstacles that prevent our community from thriving, growing, improving.	2/21/2019 4:31 PM
164	Since Glasscock has taken over the city mananger spot this city has seen great changes. We need a leader such as Glasscock who understands the city and what we have been facing	2/21/2019 4:31 PM

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182	Columbia's crime problem started with Katrina. When we opened our arms to help, the displaced thugs looked at each other and said "What? No gangs run dope here? And we are all chasing the same nickel back home?" Pow. Instantly, we had gangs slinging dope, and that brings gunfire. And business owners don't want to open a new plant here, or start looking to move. I love this town and the people. But we have to make it safe for all to start with.	2/21/2019 10:41 AM
183	My name is John Conway and I am an old retired professional engineer. My wife and I have lived in Columbia for 50 years. We would like for the new City Manager to have a background that shows a progression of professional experience managing cities of different size populations and more recently with a population size of at least similar to Columbia. It is preferred that the professional experience includes a city with a University. It is preferred that the new City Manager have experience managing Utility Directors/PW Directors similar to Columbia's. It is preferred that the new City Manager have a general working knowledge of Missouri Municipal laws and a charter form of governance. It is preferred that the new City Manager have a well developed experienced acumen for public financing and public budgeting level similar to what Columbia has. Be respectful of work of various citizen task forces and provide a public communication of an action plan to deal with the recommendations. It is preferred that the new City Manager during the interview process be able to articulate major problem solving experiences. It is preferred that the new City Manager convey his/her leadership style during the interview process. It is preferred that the new City Manager articulate Community Policing during the interview process as it would apply to Columbia's immediate needs for community policing. We would desire a new City Manager when it comes time for the next "Street Cleanup Event" put on by Public Works that he/she participate and get to experience the sore muscles and sweat running down their forehead to improve those areas in our community in need of such work and work side by side with city employees.	2/21/2019 9:50 AM
184	Please don't treat City employees like we are stupid, we know when management is getting raises and perks and we aren't and then you telling us there's no money for raises makes people angry because either you think we're stupid or you simply have no respect for us either way, it ends badly. Also if you do it just be honest about it will we get mad, maybe but we'll be even more angry if we find out you lied to us. Also, the CM's office needs to work like everyone else in the City, 8 hours a day, everyone from the Sr. ASAs all the way to the top.	2/21/2019 9:43 AM
185	I want a City Manager that can help to update our aging Sales Tax Revenue policy. This system doesn't work anymore. I am tired of dealing with only COLA/ATB raises.	2/21/2019 8:57 AM
186	The City of Columbia is a unique and diverse community. We need someone who can work well with all types of people, and find a way to balance City programs and services to serve ALL citizens while maintaining efficiencies within the organization.	2/21/2019 8:33 AM
187	Not at this time.	2/21/2019 8:17 AM
188	S/He must also have very thick skin and not believe the media comments and reviews but rather be out among the people on a regular basis	2/21/2019 8:13 AM
189	The new city manager should evaluate the need for the amount of upper management positions that currently exist. Also curb the need to create new ones.	2/21/2019 8:00 AM
190	Don't let the City Council be the deciding factor on the hire, let the Citizen's input be the riding factor and the Council just determines which candidate meets the highest number of suggested strengths. Current council is not a true representation of our community, but rather folks with agendas.	2/21/2019 7:49 AM
191	Yes, When you look outside of the city for a City Manager You are loosing the talent you have under your nose. My vote is for John Glascock. He is tough but fair.	2/21/2019 7:35 AM
192	I want to see a City Manager that has a positive vision for where they want to see Columbia go in terms of K-12 education, Jobs and Community. What is their plan for making our community better?	2/21/2019 7:24 AM
193	The City should spend taxpayers dollars carefully, and not purchase the most expensive things just because they have the funds at that present time.	2/21/2019 7:00 AM
194	Important for new city manager to be unbiased in his/her hirings	2/21/2019 6:46 AM
195	Community policing should be fair but traffic stop data can be wrongly interpreted. If 80% of criminal activity involves senior white folks like me, it would be a mistake to argue that only 20% of traffic stops should involve senior whites because they comprise only 20% of the community. Criminal activity should determine law enforcement response.	2/21/2019 6:11 AM



196	The new manager should avoid the "go to " approach of raising taxes like the past one appeared to do so often.	2/21/2019 6:04 AM
197	Should be responsive to all community members, not just the ones who yell the loudest. Should have a strong focus on all crime. Should put the cities growth and development needs (infrastructure, sidewalks etc) as a priority over letting developers dump it on the city. Should focus on streamlining city services for redundancy or inefficiency.	2/21/2019 5:29 AM
198	Certain groups (race matters friends) have too much influence on city politics and policies. Traci Wilson-Kleekamp is just this side of sane and does not have an accurate idea of what police officers do or how good of people they are.	2/20/2019 9:33 PM
199	Keep Glasscock	2/20/2019 8:34 PM
200	With previous City management the City Manager's office grew not only in staff but amounts of compensation. This led to decreasing morale in other City Departments. All employees should be treated equally and compensated appropriately. Because you work for the City manager doesn't mean you should be provided with special treatment.	2/20/2019 8:32 PM
201	The city is losing the character that once made it a great place to live and retire. Unmanaged growth has stretched infrastructure. Columbia could have been like Cedar Falls, IA. It kept the quaint nature of its downtown district while still becoming a growing, thriving midwestern university city, Keep Columbia from becoming what is headed to be- Genericville, USA.	2/20/2019 5:48 PM
202	The City Manager needs to be able to connect with city employees in order to build trust and morale.	2/20/2019 4:38 PM
203	Mr. Glascock would be outstanding and already has the support from City staff and departments.	2/20/2019 4:14 PM
204	The new city manager MUST stand against the community activists that do not serve the city, fix the city employee pay issues across the board, as well as fund the public safety departments fully including their pension.	2/20/2019 4:03 PM
205	This will be a tough hire. The budget issues, the CPD issues, the racism that controls how this community operates, it's hard to think of one person having all of the skills needed.	2/20/2019 3:34 PM
206	I would like the new city manager to be willing to question past practices of previous city management and have a commitment to supporting the need for police and fire.	2/20/2019 3:32 PM
207	Please let this pick be significantly better than the last hire.	2/20/2019 3:18 PM
208	Randy Cole would make a great City Manager!	2/20/2019 2:27 PM
209	no	2/20/2019 2:16 PM
210	The City has a management fellowship position where recent MPA grads interested in careers in local government can gain more experience. It is important to me that the new CAO understands this position, is willing and interested in being a mentor, and is committed to helping others grow in the profession.	2/20/2019 2:11 PM
211	New City Manager needs to come in and evaluate departments and lack of management. People are promoted for years of service and NOT for qualifications. This is very frustrating and disfunctional!	2/20/2019 2:09 PM
212	Randy Cole should be considered for city manager. He understands the needs of the people, is a man of integrity, and is a presence in the community.	2/20/2019 2:00 PM
213	Public safety should have a high priority as the citizens of Columbia have shown in the city surveys.	2/20/2019 1:24 PM
214	I would like to see the City Manager take a stand against discrimination in all forms. Really embrace the Principles of Community. Ensure accountability when discrimination does occur in our City. Work with the Mayor and Council to ensure we are maximizing the benefits of our diverse population. I would like to see the new City Manager bridge the gap between town and gown. I would like to see the City Manager hire a woman of color to lead the new Office of Diversity and Inclusion, and a trainer for that office to lead other D & I trainers. The director of the Office of D&I should be able to connect all the d&i efforts going on in town. Columbia should lead by example in our inclusion efforts.	2/20/2019 1:20 PM
215	Randy Cole seems to have always been on the right side of issues, and he operates with a high level of integrity. Serious consideration should be made for a local candidate with a deep knowledge base of local issues.	2/20/2019 1:19 PM

216	Columbia already has their man- I feel that Mr. Glascock is well qualified to be our City Manager.	2/20/2019 1:10 PM
217	Don't hire anyone with close ties to developers, they already own the city council.	2/20/2019 1:07 PM
218	No real questions about taking care of the City of Columbia Employees	2/20/2019 12:53 PM
219	I love Columbia. I intend to stay as long as possible. I want to feel comfortable walking around downtown. I want road quality and traffic efficiency, as well as an updated infrastructure. But at the end of the day all I really want is to read the paper and see headlines that contain more positive approaches to the city's needs and the actions that are being taken to fulfill them. Thank you.	2/20/2019 12:47 PM
220	We need a city manager that is focused on the economic growth of the City of Columbia.	2/20/2019 12:47 PM
221	The manager should take initiatives that execute the city council's vision.	2/20/2019 12:44 PM
222	Jim Glascock should be our next city manager	2/20/2019 12:43 PM
223	For radical change, it would be great to search for a woman or person of color as a city manager. We won't be satisfied with	2/20/2019 12:34 PM
224	Question 1: Other: climate change	2/20/2019 12:29 PM
225	From my understanding John Glascock is doing an amazing job. The city should hire him as he knows the problems the city is facing as he has already been employed here. An outsider would not have experienced or even understand the issues Columbia has faced for years.	2/20/2019 12:25 PM
226	I am tired of always being told that economic development must come first because then, the business community/wealthy/etc will provide resources to help the rest of us. Generally, that is not true. They only want lower and lower taxes and fewer services for the lower income brackets.	2/20/2019 12:17 PM
227	Yes, there is a lot of underage drinking in downtown Columbia, the rules should be enforced and licenses taken away from the businesses that serve them.	2/20/2019 11:54 AM
228	We need a leader, not a puppet who panders to whichever group is currently bellowing loudest in the news. No more parks until we get more cops. The interim police chief is doing a fantastic job. Morale is up and he is widely respected and has been with the Dept. for a long time and knows the City well. Make him the new police chief. No need for another nationwide expensive talent search. Military experience is a plus.	2/20/2019 11:52 AM
229	Focus on three important issues Police force, City employees, and infrastructure.	2/20/2019 11:40 AM
230	I fully endorse John Glascock for the City Manager position. He is a life long, respected member of the community, an excellent leader of staff, and has the experience necessary to be successful in the job and to the benefit of the community as a whole.	2/20/2019 11:35 AM
231	Please choose Glascock. There's no reason to spend money on a search when we have the best guy already doing the job	2/20/2019 11:35 AM
232	able to delegate	2/20/2019 11:35 AM
233	Columbia is often hampering by lurching initiatives that a roll out without a cohesive vision for what our community is trying to become. Creating a meaningful strategic plan with clear goals and markers that has buy in from stakeholders is critical.	2/20/2019 11:33 AM
234	There should at least be discussions on how the city will handle possible dwindling of MU over time.	2/20/2019 11:27 AM
235	I think John Glascock has done a wonderful job and would make a good permanent placement as city manager.	2/20/2019 11:26 AM
236	Employees are looking for leadership, honesty, consistency and commitment to the people who do the work for the community.	2/20/2019 11:21 AM
237	The new City Manager needs to get rid of the fluff, and get back to basics. ALL City employees have been forgotten in the past 9 years by the Mayor, Council and city leadership, but have been expected to provide superior service to the community with additional workload without adequate resources, reward, leadership or stability. While there has been highly publicized financial commitment to some employees (public safety and lineworkers) the same commitment to ALL has been absent. Without a commitment to ALL the employees tenure will continue to erode, as well as knowledge and commitment, which translates to poor service to the community. Employees are now and will always be, the success or failure of the organization.	2/20/2019 11:14 AM



238	The funding crisis for City operations is solvable, it will require tough management decisions and internal shifts in what options exist.	2/20/2019 11:13 AM
239	Would like to see a new manager work to educate Council on issues before they become a crisis (more communication with department heads/upper management and city staff in general). Over the past couple of years. It also seems like members of City staff are treated by certain members of Council as if they have no experience or expertise.	2/20/2019 11:12 AM
240	Columbia will never be the city it aspires to be without a commitment to addressing its future and boldly following ideas. So many services and functions of the city would be improved by simply picking a solution based on evidence, instead of worrying about every last bit of feelings. And that means a willingness to raise prices and taxes to get things done, if need be.	2/20/2019 10:56 AM
241	I'm a retired city employee. I keep in contact with my former co-workers and it disturbs me that they are so dissatisfied and such disgruntled employees. Some of the problem is their level of compensation, compared to other employment opportunities in Columbia. I'm not sure what the answer is but I thought the city was a pretty good place to work during my tenure.	2/20/2019 10:56 AM
242	I would like the new city manager to have honor and integrity that is well above average. I want he or she to be supportive of our law enforcement. I want the city manager to know how to manage funds rather than wasting funds on another unnecessary purchase or project. I want this city manager to be the exact opposite of Mathis.	2/20/2019 10:55 AM
243	The city manager should have an economical mind with past experience of managing large communities. They should listen more to the middle class workers about the needs of the city.	2/20/2019 10:46 AM
244	The City Manager should live in Columbia. The City Manager should require that all employees in leadership positions (at will) live in Columbia and create a system by which residents of Columbia are prioritized for City positions. The City Manager should understand their first duty is to lead the organization and its employees rather than pandering to and appeasing the City Council.	2/20/2019 10:45 AM
245	The new city manager needs to be willing to stand up not only for those clearly represented by the business community and advocacy groups, but for real individual living in poor areas on decrepit streets (actually full of pot holes, uneven sidewalks) who are too busy to speak up at city council meetings.	2/20/2019 10:45 AM
246	The City is in serious need of leadership. Starting in the Managers office and re-evaluate other leaders from top to bottom. It is important for the future of the City to regain control over wasteful spending and job titles that are over paid and untruthful to the job.	2/20/2019 10:44 AM
247	yea no kickbacks, close door governance or backroom deals	2/20/2019 10:44 AM
248	A new city manager should commit to the employees that he manages and foster growth within those employees. They should have an open mindset and experience with managing budgets, making tough decisions and have the ability to articulate those decisions in a positive and forward looking manner.	2/20/2019 10:39 AM
249	Best of luck!!	2/20/2019 10:37 AM
250	Take the main focus off of the past and type of degree they have, but how they have grown and the actual experience and integrity they possess now.	2/20/2019 10:37 AM
251	I would like to see a City Manager who takes great interest in their employees. Specifically, actively grooming talent for future leadership as opposed to insulating themselves with the same people and allocating career making opportunities to that insulated group.	2/20/2019 10:35 AM
252	It's been incredibly disappointing how little the staff at the City of Columbia has been encouraged to participate in this process. I strongly believe that the new City Manager needs to value and support City employees in a way that allows them to perform in an exceptional way for the citizens they serve. If the City staff does not embrace and support the new City Manager, then they can't expect to be successful. It's the staff here at the City that determines the success of the organization and it's been too long since they felt supported and valued. This process is continuing that trend.	2/20/2019 10:34 AM
253	We need a city manager who is committed to meaningful inclusion and equity within city government and in the larger community. Columbia needs a city manager who will work with out business community to reimagine what economic development looks like, and who it should serve.	2/20/2019 10:34 AM
254	(5) Revenue and wages for the City of Columbia	2/20/2019 10:34 AM
255	How much does this HR search cost the taxpayers of Columbia?	2/20/2019 10:32 AM

256	As a staff member, I think it is really important that the new CM be able to connect and communicate to staff at all levels of the organization. We need to have that connection to make a new strategic plan effective.	2/20/2019 10:30 AM
257	N/A	2/20/2019 10:29 AM
258	We need a proven leader who has demonstrated the ability to make and implement tough decisions.	2/20/2019 10:26 AM
259	I think it's important that we understand the value of keeping Columbia a great place to live. That doesn't mean we need 50 new cops, but a balance of having enough police but also maintaining or enhancing a budget so that quality of life issues are also funded.	2/20/2019 10:13 AM
260	Do not hire John Glascock.	2/20/2019 10:10 AM
261	The next city manager must understand and embrace the fact that journalistic coverage of city government in Columbia probably goes far beyond that of other communities where he or she has worked.	2/20/2019 10:10 AM